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County of San Luis Obispo
2004-2005
Final Budget

Board of Supervisors

Harry Ovitt
Supervisor, First District

Shirley Bianchi
Supervisor, Second District

Peg Pinard
Supervisor, Third District

K.H. “Katcho” Achadjian
Supervisor, Fourth District

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Auditor-Controller

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Mission Statement

The County's elected representatives and employees are committed to serve the community with pride to enhance the economic, environmental and social quality of life in San Luis Obispo County.

Guiding Principles

Sense of Pride
Aim for Excellence
Respect for Others
Response to Change
Fiscal Responsibility
Community Service

Communitywide Results & Indicators

A Safe Community - The County will strive to create a community where all people -- adults and children alike -- have a sense of security and well being, crime is controlled, fire and rescue response is timely, and roads are safe.

A Healthy Community - The County will strive to ensure all people in our community enjoy healthy, successful and productive lives, and have access to the basic necessities.

A Livable Community - The County will strive to keep our community a good place to live by carefully managing growth, protecting our natural resources, promoting life long learning, and creating an environment that encourages respect for all people.

A Prosperous Community - The County will strive to keep our economy strong and viable and assure that all share in this economic prosperity.

A Well Governed Community - The County will provide high quality "results oriented" services that are responsive to community desires.

RESOLUTION NO. 2004-201

RESOLUTION ADOPTING THE COUNTY BUDGET AND BUDGETS FOR BOARD GOVERNED DISTRICTS FOR FISCAL YEAR 2004 - 2005

The following resolution is now offered and read:

WHEREAS, the Board so finds, a Proposed Budget was compiled, approved, advertised and published, pursuant to the County Budget Act; and

WHEREAS, the Board hereby finds, that it has properly noticed and conducted a public hearing at which it made revisions to, deductions from, and additions to said Proposed Budget as it has deemed advisable; and

WHEREAS, the Board so finds, the Proposed Budget, the supplemental budget documents and all revisions developed in the hearing on the final budget as reflected in the Clerk's minutes and documents filed with the Clerk during said hearing, properly constitute each of the objects of expenditure to satisfy the budget requirements as determined by the Board, and are hereby found to be in accordance with Government Code Section 29089, and summarized for the entire budget as follows:

1.	Salaries and Employee Benefit	$ 179,198,480
2.	Services and Supplies	116,084,784
3.	Other charges	66,869,823
4.	Fixed Assets	1,670,343
5.	Capital Projects	862,861
6.	Intrafund Transfers	(17,766,674)
7.	Provisions for Contingencies:	
	General Fund	10,586,140
	All Other Funds	489,533
8.	Provisions for New Reserve/Designations:	
	General Fund	75,000
	Capital Projects Fund	0
	All Other Funds:	7,568,299
	TOTAL COUNTY BUDGET	$365,638,589

WHEREAS, the balance in the General Reserve of the General Fund is estimated to be
$8,000,000; and

WHEREAS, the County's appropriation limit established by Article XIII-B of the State Constitution and amended by Proposition 111 is $280,747,305 and the total annual appropriations subject to limitation is $116,509,243; and

WHEREAS, the Board so finds, that authorizations shown for employee contracts in said Proposed Budget (as revised) are to be for specified periods of time, not to exceed one year, special projects, or projects for which funding is uncertain.

NOW, THEREFORE BE IT RESOLVED AND ORDERED, by the Board of Supervisors, County of San Luis Obispo, State of California that:

1. Adoption by Reference - the Proposed Budget for fiscal year 2004-2005 on file with the clerk, as revised and finally determined by the Board, is adopted by reference pursuant to Government Code Section 29091 as the Final Budget.

2. Appropriation of Funds - the various amounts of appropriations for Salaries and Employee Benefits, Services and Supplies, Other Charges, Fixed Assets, and Intrafund Transfers are hereby appropriated to the various departments, offices, boards, commissions, committees, other agencies, and special districts as they are shown in the aforesaid Proposed Budget for fiscal year 2004-2005, as revised and finally determined by the Board, and hereby adopted by reference as the Final Budget. The amounts appropriated therein are the total amounts of obligations and expenditures authorized for the period July 1, 2003 through June 30, 2004.

3. Allocated Positions - Employees shall be appointed at class levels shown for allocated permanent positions as indicated by said Final Budget.

4. Contingencies - Contingencies for All Funds are appropriated in an amount of $11,075,673. If final adjusted revenue and fund balances estimates prove higher than the current estimated amounts, then the difference shall either be placed in contingencies up to the allowable limit, used for continued financing of the Teeter obligation or placed in new reserves and/or designations. If final revenue and fund balance estimates are lower than current estimated revenue and fund balance amounts, then the Auditor-Controller shall immediately advise the Board of Supervisors and County Administrator of amount of such shortage so that the Board may decrease appropriations or reserves before fixing the tax rate.

5. Adjustments for Capital and Maintenance Projects - The Auditor-Controller shall determine actual fund balances in the capital projects budget unit and the maintenance projects budget unit as of June 30, 2004. The Auditor-Controller is hereby authorized to make transfers and revisions between projects within the capital projects unit, and between projects within the maintenance projects budget unit, in order to revise each appropriation to account for actual fund balances, so that each project is funded at no more than the amount appropriated by the Board of Supervisors. The Auditor-Controller shall report any excess appropriations for each of the budget units, and make recommendations on or before August 31, 2004 concerning the disposition of said excess(es).

6. Internal Loans to Departments – The Auditor-Controller is hereby authorized to make internal loans to departments for the following purposes: (1) Short-term loans to the Airport fund for grant funded capital projects to provide working capital to pay for initial capital project costs until grant funds are received. Loans to the Airport fund will be made from the Capital Projects fund and be subject to interest at a fixed rate based upon the average Treasurer's quarterly interest rate for the prior two quarters

7. Publication of Final Budget - The Auditor-Controller shall cause the publication of the Final Budget after the Board approves any adjustments made pursuant to Government Code Sections 29101 - 29107 and shall file said publication with the Clerk and State Controller on or before November 1, 2004.

Upon motion of Supervisor ____________, seconded by Supervisor _________, and on the following roll call vote, to wit:

AYES: Supervisors Achadjian, Bianchi, Pinard, Chairperson Ovitt

NOES:

ABSENT: Supervisor Ryan

ABSTAINING:

The foregoing resolution is hereby adopted.

Harry Ovitt
Chairman of the Board of Supervisors

ATTEST:
Julie L. Rodewald
Clerk of the Board of Supervisors

APPROVED AS TO FORM AND LEGAL EFFECT:
JAMES B. LINDHOLM, JR.
COUNTY COUNSEL
BY: Jac Crawford
Assistant County Counsel
Dated: 6/16/04

Budget Message

County of San Luis Obispo

County Government Center, RM. 370 • San Luis Obispo, California 93408 • (805) 781-5011

DAVID EDGE
COUNTY ADMINISTRATOR

October 1, 2004

Honorable Board of Supervisors
County Government Center
San Luis Obispo, CA 93408

Honorable Board:

On June 14 and 15, the Board held public hearings to discuss the County's proposed spending plan for fiscal year 2004-05. The Board adopted the budget on June 22, 2004 and made adjustments to reserves and contingencies (based on year end fund balances) on September 21, 2004.

The final budget (General Fund and all Special Funds) authorizes a spending level of about $374.1 million. This is a decrease of about $700,000 compared to the amount adopted for fiscal year 2003-04.

The May 1, 2004 "budget message" (attached) provides an overview of the key components of the County's proposed spending plan. The following is a summary of changes made to the proposed budget during and after the June budget hearings:

CHANGES MADE TO THE PROPOSED BUDGET DURING BUDGET HEARINGS

County Fire (B.U. 2670): Your Board increased County Fire expenditures by $120,000 to continue current fire station staffing levels. General Fund contingencies funded this increase.

Mental Health (B.U. 3070): Your Board increased Mental Health expenditures to fund Growing Grounds Farm and Transitions Social Rehabilitation programs for a total of $602,560. This expenditure was funded with additional state and federal revenue of $231,200 and General Fund contingencies of $371,360.

Department of Social Services (B.U. 3200): Your Board increased expenditures to the Department of Social Services by $400,000 to fund cost-of-living increases for employees of In-Home Supportive Services (IHSS). General Fund Reserves of $75,000 and General Fund contingencies of $325,000 were used to finance this increase in costs. Should realignment revenue come in higher than anticipated that revenue would be available to offset these additional IHSS costs.

Public Works (Special District Budget): Your Board funded a study of the Arroyo Grande Creek Watershed Assessment and Flooding Alternatives Analysis for $150,000. San Luis Obispo County Flood Control and Water Conservation District reserves will be used to fund this Study.

Boards, Commission, Community Projects (BU 2080):

Your Board increased the recommended amounts for Other Agency Requests by $95,500: $20,000 for Big Brothers-Big Sisters of San Luis Obispo, $2,500 for the American Red Cross and $73,000 for Life Steps Transitional Housing for Women and Children. General Fund contingencies of $22,500 and Measure A Tobacco Settlement revenue of $73,000 will be used to fund these programs.

Additionally, your Board approved twenty-four technical adjustments listed on page S-1 of the Supplemental Document. These adjustments were funded by offsetting revenue or cancelled reserves requiring no additional General Fund support.

During the budget hearings, your Board reduced General Fund Contingencies by $838,860 leaving a balance of $10,586,140.

CHANGES MADE AFTER BUDGET HEARINGS

Once the fiscal year ends on June 30th, the Auditor's Office begins the "year end closing" process that includes calculation of actual fund balances (i.e. compared to what was projected as part of the budget preparation process). On September 21 2004, the Auditor-Controller brought an item to the Board requesting adoption of the final appropriations, reserves, designations and contingencies. Actual fund balances for all funds was approximately $7.6 million more than estimated in the proposed budget as described below. The additional funds were placed in contingencies and/or reserves.

General Fund: an increase of $2.9 million.
Road Fund: an increase of $1.4 million.
Capital Projects: an increase of $2.2 million
All Other funds: an increase of $1.1 million

Sincerely,

DAVID EDGE
County Administrator

May 1, 2004

Honorable Board of Supervisors
County Government Center
San Luis Obispo, CA 93408

Honorable Board:

The Fiscal Year 2004-2005 Proposed Budget is submitted for your review and consideration. It adjusts departmental expenditures and revenues for the coming Fiscal Year, meeting all state legal requirements and Board adopted policies. Your Board will consider the plan in detail at public budget hearings, during which time you may add, delete or modify the proposed budget, as you deem appropriate.

RECOMMENDATION

It is recommended that your Board receive and adopt this document as the 2004-2005 Proposed Budget, order publication of the required legal notices and set June 14, 2004, at 9:00 A.M., as the time to begin public hearings on the Fiscal Year 2004-05 budget.

KEY FEATURES OF THE 2004-2005 PROPOSED BUDGET

- **$364.3 million total appropriation - a decrease of approximately $9.5 million or 2.5% compared to the Fiscal Year 2003-04 adopted budget**

  ### General Fund

  - The General Fund budget is recommended at $297.1 million, an increase of $7.2 million or 2.5%
  - A new budget unit, Clinical Lab Services, accounts for $3.1 million of the overall increase. The General Fund increase without this new budget unit is $4.1 million or 1.4%.
  - Due to limited resources, service levels in many program areas have been reduced.
  - Contingencies are recommended at 4%, rather than the normal 5% of expenditures
  - $3.1 million in one-time reserves are used to help balance the budget.

  ### Other Funds

  - All Other Funds, at $66.9 million, have decreased $17 million or 20% from Fiscal Year 03-04. This decrease is entirely due to a $17 million reduction in the Automation Fund for the Financial and Human Resource Computer System and the Integrated Document Management project that were funded last year.

Staffing

- 82 positions are recommended for elimination. Of these, 52 are currently vacant.
- 11 new positions are recommended.

▪ Impact of the State's budget deficit

- Service level and staff reductions are reflected in most program areas, including public protection, health and human services, community services, internal support and fiscal and administration.
- Budget reflects loss of $5.5 million of discretionary revenues (property tax revenue). The Governor's budget proposes to shift $1.3 billion in property tax from local governments to schools.
- Budget reflects funding for the full Vehicle License Backfill as proposed in the Governor's Budget.
- Budget reflects the loss of approximately $1 million in SB 90 revenue (to pay for state mandated services) that the state has deferred paying to counties.

▪ Results Based Decision Making Initiative

- Reflects continued efforts to refine and incorporate a "results" culture into the budget preparation process. Efforts are continuing to include more efficiency measures into department budgets.

▪ Other Significant Impacts

- The Proposed Budget reflects the transitioning of the County's primary care clinics and other ancillary services to Community Health Centers of the Central Coast (CHC) to expand outpatient, primary care medical services. The budget does not reflect the elimination of approximately 80 clinic related positions. As the clinic transition is finalized toward the end of the current fiscal year, a separate item will be brought to your Board with the details of the transition. It is expected that CHC will absorb many of the 80 positions.

INTRODUCTION

The state's chronic budget crisis continues to erode funding sources for many of the services the County provides, especially in the health and mental health areas. The proposed budget for FY 2004-05 reflects reductions in County services that have not been seen since the state's budget crisis in the early nineties. A balanced budget was achieved through recommendations that reduce funding for services in many program areas and eliminates 82 staff positions. In addition, we are recommending the use of $3 million in reserves and reducing General Fund contingencies, from 5% to 4% of expenses, to help balance the budget. Had we not done so, many more positions would have been recommended to be eliminated and related services would be reduced. Using reserves is a short-term strategy to help ride out the next few years while the state gets its fiscal house in order.

Our approach to balancing the budget was to avoid across the board cuts. Staff made recommendations that reflect your Board's Communitywide Results of providing and retaining a mix of services that meet, to the extent possible, our goals of providing a safe, healthy, livable, prosperous and well governed community. That means that some departments (mainly in health and welfare areas) received a greater portion of the budget "pie" than others in order to prevent devastating cuts in services to the community. Our recommendation includes, per your Board's direction, distributing over $1.6 million in savings from contracting the County's primary care clinics to a non-profit community health center back into health and mental health services to help stave off drastic cuts in that area.

Even with the budget cutbacks, we are continuing to make the progress toward focusing the County organization on becoming a "results oriented culture". An area we continue to target, and where considerable work remains, involves the identification and use of performance criteria that measure efficiency. Measuring efficiency involves identifying the cost per unit of work or service provided and comparing this to other similar organizations. We will continue to ask the "so what" and "why" questions when looking at resource requests that involve spending our citizens tax dollars. As part of this effort, we have included in the budget an informational section on past Board approved budget "enhancements" and a review of the actual results vs. the original projected results for Fiscal Years 01-02 and 02-03.

FINANCIAL OUTLOOK

As we have reported throughout the current year, the County is dealing with many fiscal challenges and will face even greater challenges next year due to the state's on-going fiscal crisis. A wide range of services will be impacted as the state wrestles with an anticipated $17 billion dollar shortfall. The Governor's proposal to deal with this shortfall results in an estimated $11 million revenue loss for the County. For FY 04-05, this revenue loss, combined with substantial increases in insurance and other payroll costs, presents significant budget and service level challenges for San Luis Obispo County. The following is a list of state fiscal impacts we expect for FY 04-05:

- A loss of $5.5 million in property revenue
- Deferral of over $1 million in mandate reimbursements
- A loss of $2 million in criminal justice revenue
- A loss of $1.6 million in health and welfare revenue
- A loss of $1 million in roads revenue

The good news is that it appears the Governor is willing to partner with local jurisdictions to fix the fundamental gap between the state's revenue and the demands for spending. The passage of Prop 57 and workers comp reform are two major initiatives that will help get the state's finances back on track. Additionally, as we go to print with the County's Proposed Budget, the Governor's administration is preparing an updated budget referred to as the "May Revise". There are early indications that the Governor's revised proposals may not hit counties as hard as we have anticipated in our budget recommendations. Of course, all of the proposals must go through the legislative process and be adopted by the legislature so we will not know the final outcome of the state's effect on the County until after July 1.

Absent the state budget problems, the County budget would be in relatively good shape. Local revenue, such as property tax revenue, sales tax and transient occupancy tax continue to increase. Property taxes, which make up about a quarter of the County's revenue, are increasing over 8% or $5 million for next year. Unfortunately, the proposed property tax shift takes all the increases away. Additionally, the County budget has healthy reserve levels that allow us to plan for and manage any programmatic or service level changes.

The proposed budget utilizes $3 million of reserves to backfill some of the lost revenue and preserves services that would otherwise be lost. Reserves are used within a limited time frame in mind, usually one or two years, to minimize disruption to the critical services we provide the citizens of this County. We propose a judicious use of "rainy day funds" in the FY 04-05 Proposed Budget to preserve some services that could otherwise be cut. We anticipate a two to three year budget "fix" coming out of Sacramento and believe it is appropriate to use some reserves over that period to limit the long-term impact of cuts. The idea would be to gradually reduce the reserve use over that three-year cycle, zeroing it out by year four. For the three budget cycles, we anticipate using $7-8 million from general-purpose reserves of approximately $23 million. The intent is to keep services in place, while weathering a temporary shortfall of outside funding.

SUMMARY OF RECOMMENDED BUDGET

Development of the 2004-05 Proposed Budget was guided by the budget goals and policies adopted by the Board of Supervisors in December 2003. Within this framework, we have prepared a budget that, for the most part, reflects a "cut budget " in terms of existing resources. There are a few exceptions to this, as will be noted in the summary of each "functional" group (e.g. health and human services, public protection, etc.). As in previous years, the recommended budget is based upon our knowledge of the economy and state budget at the time the proposed budget is prepared.

Anticipating reductions in funding from the state, we asked departments to prepare two budget submittals, with an option for a third. The first budget is termed the "General Fund support" budget. This budget was designed to depict what happens if the General Fund level of financing received by departments' remains the same as the amount contained in the FY 2003-2004 Board adopted budget. For most departments, the "General Fund Support" budget required expenditure reductions that in many cases included staffing and service reductions. The second budget is the "Status Quo" budget. This budget reflects continuation of all existing resources (personnel, services and supplies). The third and optional budget is a traditional budget request that reflects the level of financing department heads believe is required to adequately meet the needs of our customers.

The recommended budget is essentially a "General Fund Support" budget that in many cases required expenditure reductions that include staffing and service reductions. In most instances, the recommended budget does not offer General Fund backfill to programs that are losing State and Federal dollars. (One exception is the recommendation to utilize clinic savings for health programs as directed by your Board).

Overall, General Fund Support requested by departments for operating expenses exceeded anticipated revenues by about $10 million dollars. The constrained outlook for local government financing clearly shifted the focus to reducing existing resources, rather than maintaining or expanding programs or services.

MAJOR CHANGES IN FUNDING BY PROGRAM AREA

The following is a brief explanation of key issues within each major service area.

Health and Human Services

The health and human services functional group includes Social Services, Public Health, Behavioral Health (Mental Health and Drug & Alcohol Services), Veterans Services, Contributions to Outside Agencies and the contract for primary care clinics. This is the largest program area and represents $141 million or 41% of the entire County budget.

Until FY 03-04, most of the growth in County government has been in the health and human service programs. Substantial increases in funding from the state and federal governments - as well as a variety of grant programs - have allowed us to enhance a number of important services designed to improve the health and welfare of County residents. The vast majority of these increases were paid for with state and federal funding.

The state's fiscal crisis has brought the growth in most of these programs to a halt. Funding for many programs has been reduced or has not kept pace with expenditures, requiring departments to prioritize program funding, which has resulted in reductions of staff and service levels. And, as revenues decline, caseloads in a number of programs are increasing. In Social Services, costs for foster care placements and adoption assistance have increased as a result of the continued efforts to return children from Group Home placements and to establish permanency through adoptions for foster care children. Caseloads are increasing in the In-Home Supportive Services program and future costs associated with increasing wages for those who provide care for IHSS recipients could result in substantial cost increases for the County. Public Health and Behavioral Health are reducing services and positions in many programs. Money provided to counties under the 1991-92 "realignment" program have not keep pace with the increased costs of providing the services and other state and federal funds are being eliminated or severely cutback.

On a positive note, the transition of the County's primary care clinics to the Community Health Centers of the Central Coast on March 16, 2004~~,~~ is expected to result in a savings of $1.6 million in FY 04-05. The Board directed that the savings be allocated to health programs and services. These funds have been used to restore some of the programs that would have been eliminated. The funds are reflected in the budget as the General Fund Support for Public Health was increased by $490,000, Mental Health by $840,000, Drug and Alcohol by $109,000 and Law Enforcement Medical Care by $226,000.

Public Protection

The Public Protection category includes the Sheriff, District Attorney, Probation, County Fire, Emergency Services, Waste Management, Grand Jury and the County's contribution to Court Operations. The Department of Child Support Services is also included in this group. This is the second largest program area in the County budget at $85 million or 25% of the County budget.

This program area is also experiencing a loss of state revenue of about $2 million. Probation is losing $750,000 in Temporary Aid to Needy Families and translates into reduced services and a loss of six positions. The Sheriff's Department is losing $500,000 in grant funds for rural law enforcement and $520,000 in training funds, technology grants and booking fees. 7.5 positions are recommended for elimination. It is also recommended that County Fire reduce service levels in one of the fire stations to help in balancing the overall budget. Fortunately, Prop 172 funds used to support public protection are recommended to increase by about $2 million. The increase in this revenue prevented even deeper cuts from being recommended.

Land Based Programs

This area includes Planning and Building, Public Works and the Agricultural Commissioner. These program areas represent about 14% or $51 million of the County budget. Due to budget constraints, these programs are also reducing staff and services.

The Planning and Building Department has reduced costs and staffing in some areas to add resources where they are a higher priority. A wastewater management program for the County's septic systems is needed to comply with federal and state regulations and more resources are recommended for code enforcement and building inspections.

Costs for staffing, insurance, materials, vendors and overhead have increased significantly for the Public Works Department. The Road Fund is recommended to receive the same $4.3 million General Fund contribution but increased operational costs and the loss of state and federal road funds means staffing reductions and shifting resources from the pavement management program to maintenance and repair of the County roads.

The Agricultural Commissioner budget incorporates reductions in staff by reducing services in pest prevention programs and other discretionary programs as well as returning the Certified Unified Program Agency to the Public Health Departments. Additionally, the department will increase the use of seasonal help to provide services in peak demand periods.

Community Services

Community Services includes the Library, Parks, Golf Courses, Airports and Farm Advisor. In order to limit service reductions in the Library, the use of Library reserves is recommended. Additionally, Library Administration has requested that your Board adopt a proposed ordinance and ballot measure to be approved by the voters in November 2004 authorizing a quarter cent sales tax dedicated to funding countywide public library programs and operations. Parks, Golf Courses and the Farm Advisor have trimmed expenses to match available revenues. The Airport budget is recommended to increase based on numerous capital projects funded by the Federal Aviation Agency and an increase in Airport business.

Fiscal and Administrative Services

The Board of Supervisors, Administrative Office, Auditor-Controller, Assessor, Clerk-Recorder and Treasurer-Tax Collector are all represented in this group. These program areas represent about 5% or $19 million of the County budget.

In response to the budget shortfalls, the Administrative Office, Auditor-Control, and Assessor have reduced staff and services and supplies. The Assessor's budget is recommended at a higher General Fund Support level so that the County remains eligible for over $800,000 in state funds. Even at higher General Fund support level, staff reductions are recommended in the Assessor's office. The Board of Supervisors budget reduces services and supplies and it is recommended that each Board member receive $10,000 less in community project funds ($50,000 total).

Internal Support Departments

Departments in this area include Information Technology, General Services, County Counsel, Risk Management and Personnel. These program areas represent about 8% or $28 million of the County budget.

As the County workforce declines internal services departments that provide service to other County departments, are recommended to reduce expenditures as well. It is recommended that both County Counsel and Personnel reduce staff within their offices. General Service's staff remains at the current levels but the department will have to absorb the custodial, maintenance and grounds keeping workload increase when the

New Government Center (97,000 square feet) opens later this year. It is recommended that Risk Management add an additional position to handle increased duties associated with workers compensation claims and getting employees back to work in a timely manner.

Capital Projects

The green section of the budget document contains a detailed listing of the capital and maintenance projects proposed for next year. The number of projects proposed for funding is down considerably from previous years. The major projects include a budget augmentation to the North County Regional Center project, two park play ground projects, design of the new airport terminal and the purchase of land around the airport for protection zones. Maintenance projects include augmenting the Countywide ADA project to ensure County buildings meet the American with Disabilities Act requirements, augmenting Countywide department relocations to begin the backfill project of moving departments out of lease space after the New Government Center is complete and other miscellaneous maintenance projects for parks, libraries and the airport.

The following is a summary of the changes within each major area of financing:

State and Federal Revenue

State and Federal revenue, at $179 million, represents about 50% of the County's financing. The recommended level represents a $16 million or 10 % increase over the 2003-04 adopted amount. State and Federal revenue is the single largest County revenue source. The majority of these revenues are used to support statutory programs, such as health and welfare services and some criminal justice programs. For the most part, these funds are restricted as to use and are not available for discretionary purposes. The majority of the increases are related to increases in Prop. 172 revenue (+$2 million) that supports criminal justice programs, increases in Vehicle License Fee revenue (+$5 million) due to the state's scheme of taking an equal amount of property taxes, increases in state and federal welfare funds (+$6 million) due to caseload growth in social service aid programs and a reclassification of $4 million in Community Development Block Grants (CDBG) revenue. The CDBG revenues are now more properly reflected as federal revenue rather than other revenue.

Taxes

Property taxes, sales tax, transient occupancy and other taxes, at about $85 million, represent a 10% decrease (about $ 10 million) over the 2003-04 adopted levels. This significant decrease is due to the use of nearly $10 million in one time Teeter Reserves in FY 2003-04 to partially fund the new Financial and Human Resource Computer System. Deducting the $10 million, the property tax revenue remains flat from the current year to next year. In actuality, local property tax revenue is increasing by over 8% but the Governor's budget proposes to shift about $5.5 million in local property taxes to schools to help remedy the state's fiscal crisis.

Charges for Services and License/Permit Fees

Charges for services represent about $37 million, which is about $6 million or a 21% increase over 2003-04.

The use of over $2 million additional Road Impact fee revenue is recommended for specific road construction projects and approximately $3 million in clinical lab services revenue are now reflected in charges for services that were previously budgeted in a separate enterprise fund, Budget Unit 6000, Medical Services.

Other Revenues and Financing

About $33 million falls into the category of other revenues or other financing. This category reflects billings from various County departments that charge other departments (and outside entities) for their services. It also includes Countywide overhead charges. This year also reflects moving $4 million of Community Development Block Grant revenue from the "other revenue" category to the federal/state revenue category to better reflect the true nature of the revenues.

Fines, Forfeitures and Penalties

At approximately $4 million, this funding source is comprised of court fines and penalties. The funding in this area is decreasing as more dollars are now funneled away from counties and given to the state courts.

Interest Earnings

Interest earnings, at about $1.8 million, will decrease by over $1 million compared to the current year budget. This is principally due to the recent decline in interest rates and the use of reserves.

RESERVES

The County has two types of reserves: general reserves and designations. The general reserve is not designated for a specific use. It serves to stabilize the County's cash position prior to receipt of property tax revenues. In addition, it provides protection against downturns in the economy and may provide financial protection if a major catastrophic disaster were to occur within the County. Designations are reserves that are set-aside for specific purposes. These reserves ensure the County's financial capability to provide long-range service needs.

General Reserves:

The General Fund has $8 million in general reserves. We are not recommending additions to general reserve funds or the use of the existing general reserve funds as a financing source for the FY 04-05. The Library Fund has approximately $478,000 in general reserves. It is recommended the Library use $150,000 in reserves to help balance the budget and maintain services.

Designated Reserves - General Fund:

No new designated reserves are recommended. However, it is recommended that approximately $3.1 million of designated reserves be used to help balance the budget.

Designated Reserves -Other (Non-General) Fund:

Road Fund reserves: It is recommended that $355,000 of road reserves be used for specific road projects identified in the Roads budget.

Capital Projects reserves: It is recommended that $161,000 of facilities planning reserves be used to help offset the cost of capital projects for FY 2004-05.

Organizational Effectiveness Reserves: It is recommended that $150,000 be utilized to help offset the costs for training activities to continue various training and educational opportunities for County employees.

Library Reserves: In addition to the use of general reserves as described above, it is recommended that $200,000 of Library facilities planning reserves be used for general maintenance of library facilities.

Automation Replacement reserves: It is recommended that $121,000 be used to pay for maintenance costs associated with the financial and human resource computer system.

Building Depreciation Fund: Based on the depreciation schedule included in the County's cost allocation plan, it is recommended that $855,712 be reserved for building replacements.

Traffic Impact Fees reserve: It is recommended that $1.4 million be reserved for future road projects.

Public Facility Fees: Public facility fees reserves are recommended to increase by $2.8 million.

Wildlife and Grazing reserve: The Wildlife and Grazing Advisory Board requests cancellation of $4,975 to pay for projects completed in 2004-05.

Fish and Game reserve: The Fish and Game Board requests cancellation of $4,647 to pay for projects to be completed in 2004-05.

SUMMARY OF STAFFING

The Proposed Budget recommends 2,553.5 full time equivalent (FTE) permanent, limited term and contract positions. This represents a net decrease of 73.5 FTE positions from the 2002-03 adopted budget. Shown below are both summaries and detail of these changes.

2004-2005 Summary	
Current Allocation	2,627.00
2004-2005 Recommendations	- 73.50
2003-2004 Total Positions	2,553.50

Department	Adds	Deletions
Admin		-2
Ag. Comm.		-2
Airport	1	
Assessor		-4
Auditor		-1.5
Clerk- Rec.	1	
Co. Co.		-1
D&A		-6
Drinking Driver		-3
ITD	1	-0.5
Library	1	-2
Mental Health		-11.25
OES		-0.75
Personnel		-1.25
Planning	2	-2
Probation		-6
Public Health	2	-13.75
Public Works		-11.5
Risk Management	1	
Sheriff	2	-7.5
Social Services		-6

Additional graphs and more detailed charts that summarize the position allocations by departments can be found in the General Information section of this budget.

ACKNOWLEDGMENTS

This has been one of the most difficult budgets to prepare in over ten years. The times are challenging and the competition for funds to maintain services is intense. The State's bleak financial outlook again obscures the fiscal horizons for local government and places a dark cloud over the budget preparation. Department heads and their staff exemplified a cooperative effort in helping my office craft a balanced budget by acknowledging the difficult times and submitting cut budgets that in many cases reduce staff and services to the community. Many thanks to all of the Department Heads and department budget staff that put in many long hours crafting their own department requests including prioritizing the services they provide to facilitate making the best choices possible to serve our citizens.

As always, special thanks go to the Auditor-Controller's Office for their team spirit, professional assistance, creative recommendations, and eye for detail. And to Information Technology staff for keeping the budget system up and running.

My thanks and appreciation goes to all my staff who, once again, did a remarkable job of working cooperatively with department staff and then developing a Proposed Budget that lives up to your Board's communitywide results of providing a safe, healthy, livable, prosperous and well governed community. Their efforts to develop this document involved long hours and a professional dedication that can be used as an example by which we measure public service.

Sincerely,

David Edge,
County Administrator

2004-2005 BUDGET GOALS

The goals of San Luis Obispo County, in the development and implementation of its annual budget, are to:

- Establish, a comprehensive financial plan which demonstrates, in measurable terms, that County government runs efficiently, provides high quality services, complies with all legal requirements and produces results that are responsive to community priorities and desires; and

- Further the County's mission to serve the community with pride while enhancing the economic, environmental and social quality of life in San Luis Obispo County.

2004-2005 BUDGET POLICIES

A. All Funds

1. **Budget Process**: County departments shall participate and cooperate during the budget development process to facilitate the creation of a budget based upon a collaborative effort between the Board of Supervisors, the Administrative Office, Department Heads and the community.

2. **Results Based Decision Making and Budgeting**: The County is committed to providing efficient, high quality services that produce clear results for the public we serve. Budget requests and recommendations must be linked to measurable results that are responsive to community desires.

3. **Communitywide Results and Indicators:** The Board adopted communitywide results which shall be used by all departments to strategically guide the budget preparation process. Departments will link all goals and funding requests to communitywide results.

4. **Departmental Goals and Performance Measures:** Individual departments will establish goals that will facilitate achievement of the desired communitywide results. Departments will also develop meaningful performance measures which will be used to gauge the success of individual programs within a department. All requests to allocate additional resources to a new program or service must clearly demonstrate expected results in measurable terms. If additional funding is requested to augment an existing program or service, departments must identify actual results achieved to date in meaningful, measurable terms.

5. **Mission Statements:** County departments shall have a Department Mission Statement consistent with San Luis Obispo County's overall Mission Statement.

6. **Pursuit of New Revenues**: County departments are directed to pursue revenue sources, when reasonable, in support of the communitywide results sought by the County.

7. **"In-Kind" Contribution**: Where matching funds are required for grant purposes, provide as much "in-kind" contribution (resources already allocated by the County that will be expended in any case) as allowed, instead of hard dollar matches.

8. **Budget Hearings in June**: Conduct final budget hearings before the end of June; adopt budget by July 1, unless extenuating circumstances arise and the Board adopts a revised budget schedule for that particular year; adjust final numbers - no later than October 3.

9. **Cost Allocation**: Allocate Countywide overhead costs to all County departments based on the cost allocation and implementation plan developed annually by the Auditor-Controller.

10. **Consolidation of Programs**: County departments are encouraged to consolidate programs and organizations to reduce county costs while maintaining or increasing existing levels of service. Before service level reductions are proposed (i.e. if budget cuts are required), department heads will determine if consolidation of departmental or countywide programs or services would be cost effective.

11. **Privatization of Services:** County departments are encouraged to identify and recommend opportunities for cost savings whenever possible, including the privatization of services, that are beneficial to the county and legally possible. Analysis will include review of existing services, including the possibility of "contracting in" with existing personnel and the development of a transition process for those services approved for privatization. In implementing significant new services, a thorough cost and program analysis shall be conducted to ascertain if privatizing will result in reduced costs, increased services and accountability.

12. **Reductions**: Reductions shall be evaluated on a case-by-case basis, in a fashion consistent with Board approved budget policies, to reach the appropriations level required within the available means of financing. When budget reductions are necessary, departments will prioritize their service programs and propose reductions in areas that are least effective in terms of achieving departmental goals and desired results. Departments must also consider the potential effects on interrelated programs and desired communitywide results when developing budget reductions.

13 **Investing in Automation**: The Board recognizes that cost reduction, cost avoidance and process efficiency can be enhanced by utilizing automation. Proposals for investments in automation, particularly computer automation, must measurably demonstrate how cost savings will be achieved and/or how services will be improved. It will be important that countywide benefits, compatibility with existing systems, and potential liabilities are fully addressed.

14. **Cost Recovery Through Fees**: Utilize fees to recover costs where reasonable and after all cost saving options have been explored. Exceptions will be reviewed on a case-by-case basis.

15. **Matching Funds - County Share**: No increased county share for budgets funded primarily from non-general fund sources if state funding is reduced, unless increased county share is mandated. The Board of Supervisors, at its discretion, may provide county "overmatches" to under-funded programs to ensure or enhance specified levels of service. Proposed “overmatches” shall include the specific, measurable, goals and results expected to be attained at both the “required” and the “overmatch” funding levels.

16. **Non-Emergency Mid-Year Requests**: Mid-year budget (including staff requests) or capital project requests of a non-immediate nature requiring a transfer from contingencies are recommended to be referred to the next year's budget deliberations. Mid-year requests with other funding sources or which can be absorbed within a department's budget are considered as needed.

17. **Appropriations from Unanticipated Revenues**: Appropriations from departmental unanticipated revenues will not be recommended unless the department is either reaching or exceeding its total departmental revenue estimates on a monthly or quarterly basis, or its revenues are in line with historical revenue trends for that department. Grant program revenues and appropriations would be handled separately.

18. **General Fund Support**: General Fund Support is the amount of General Fund money to a given budget after revenues and other funding sources are subtracted from expenditures. These net costs would be used in developing budget recommendations and when reviewing budgets during the quarterly reporting process. Significant departures from the General Fund Support amounts during the fiscal year may result in a recommendation that appropriations be reduced to allow/ensure that the budgeted net cost would be achieved by the end of the fiscal year.

19. **Debt Financing**: Recommendations for debt financing of major projects will include cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the general fund is accessed for such a purpose.

B. General Fund

1. **Discretionary Programs**: Review all discretionary programs to determine if they are a high priority program with communitywide benefits and demonstrated results. Preferences for funding of new discretionary programs are for those which will facilitate the achievement of Board adopted communitywide results utilizing non-General Fund revenue first, offsetting fee revenue (if appropriate) second, and General Fund last. All requests for discretionary funding must be accompanied by a performance plan that clearly describes actual and/or expected results in measurable terms.

2. **Maintain or Enhance Revenue Generating Ability**: Appropriate sufficient funds to maintain the capabilities of budgets which generate revenues in excess of their costs. Enhancements to such budgets will be dependent upon resulting revenues being in excess of the associated costs.

3. **Funding of Contingencies and Reserves**: Place a minimum of 5% of available funds into contingencies. Additionally, place up to 15% of available funds into contingencies and any additional unrestricted funds into reserves, after departments' operational needs are funded.

C. Capital Projects

1. Review and evaluate projects based upon their cost, scope and countywide significance.

   A. The following criteria shall be used in evaluating projects:

   1. Additional funds required to make committed projects operational.

   2. Required to meet a legal or policy mandate.

   3. Required to improve unacceptable health and safety conditions.

   4. Is at least 80% revenue offset or there is a "payback" in three years or less.

   5. Required to maintain existing assets or facilities.

6. Required to maintain existing service levels.
7. Reduces or avoids other county costs.

Proposed projects shall include the project's anticipated impact on current and future operating costs.

Projects will be recommended for approval that are 100% revenue offset or have their own funding source (such as golf courses and Lake Lopez), which meet one or more of the above criteria and would be reasonable in terms of scope or cost.

2. **Library Projects**: Consider funding new library buildings or major improvements to existing libraries only if at least 50% of the cost of the project is provided by the community in which the facility is located. The funding required from the community may be comprised from a variety of sources, including grants, school districts, cities, community group funding, or private donations, or fees generated for specific use in libraries. The county's portion of this funding formula will be financed from the library budget (Fund 26), grants, gifts, the General Fund or fee revenues generated for specific use in libraries.

3. **Maintenance Costs:** Consider cost of ongoing maintenance before recommending capital projects, acquisition of additional parklands or beach accessway projects.

4. **Master Plans**: Consider approving projects included in master plans if they have their own funding sources or if they are requested from other sources which identify an operational need for the facility.

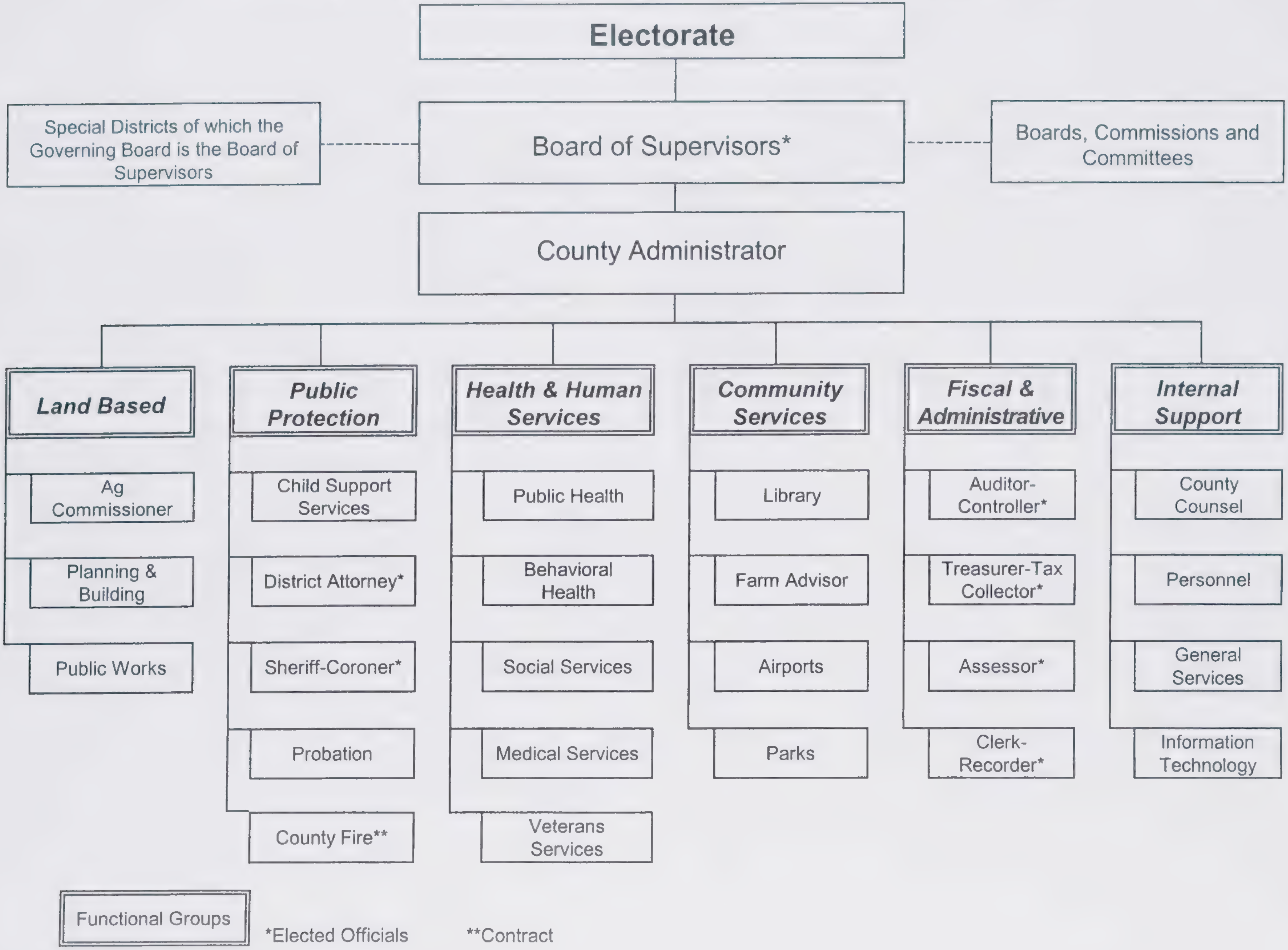
5. **Grant Funded Capital Projects**: For grant funded projects, when a county match is required, budget only the county share if receipt of grant money is not expected in the budget year. If there is a reasonable expectation that the grant revenue can be received during the budget year, budget the entire project amount including revenues.

6. **Encumbrances**: The Auditor-Controller is authorized to encumber capital project money appropriated for a specific capital project at the end of each fiscal year, if work has been undertaken on that project during the fiscal year. Evidence that work has been undertaken would be in the form of an awarded contract or other item upon which the Board of Supervisors has taken formal action.

7. **Phasing of Large Projects**: For capital projects which will be undertaken over several fiscal years, develop full project scope and costs in the initial year.

Graphics & General Information

County of San Luis Obispo Organizational Chart



- Electorate
  - Board of Supervisors*
    - Special Districts of which the Governing Board is the Board of Supervisors
    - Boards, Commissions and Committees
    - County Administrator
      - **Land Based**
        - Ag Commissioner
        - Planning & Building
        - Public Works
      - **Public Protection**
        - Child Support Services
        - District Attorney*
        - Sheriff-Coroner*
        - Probation
        - County Fire**
      - **Health & Human Services**
        - Public Health
        - Behavioral Health
        - Social Services
        - Medical Services
        - Veterans Services
      - **Community Services**
        - Library
        - Farm Advisor
        - Airports
        - Parks
      - **Fiscal & Administrative**
        - Auditor-Controller*
        - Treasurer-Tax Collector*
        - Assessor*
        - Clerk-Recorder*
      - **Internal Support**
        - County Counsel
        - Personnel
        - General Services
        - Information Technology

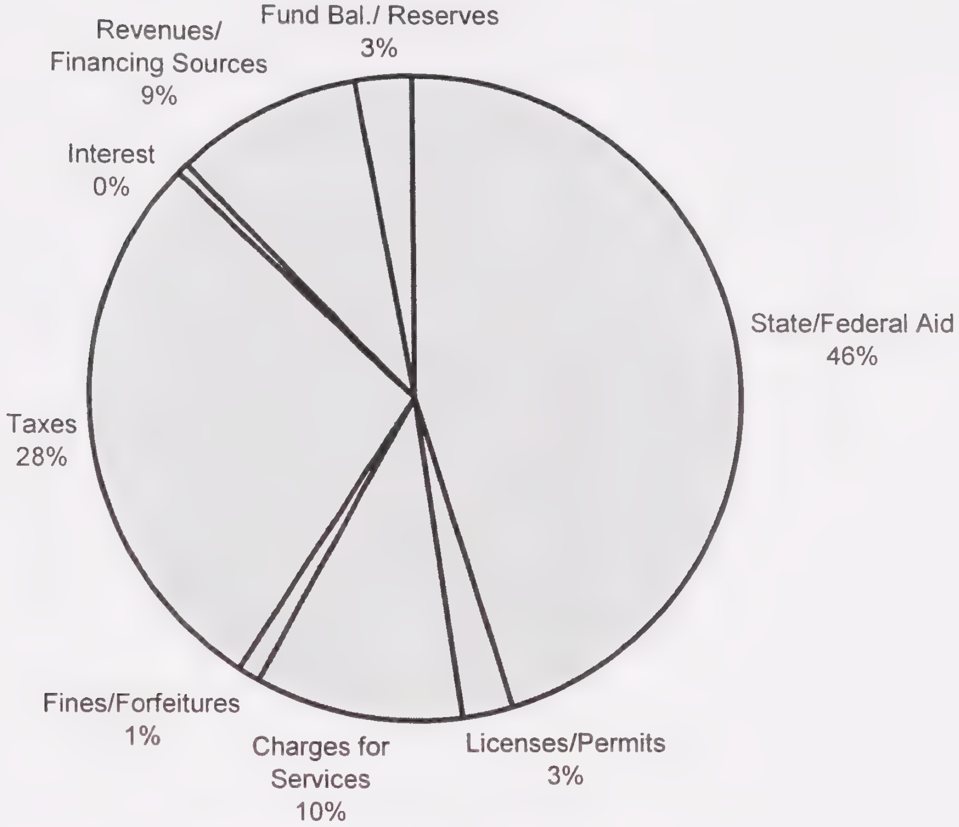
Functional Groups

*Elected Officials

**Contract

Expenditures By Function

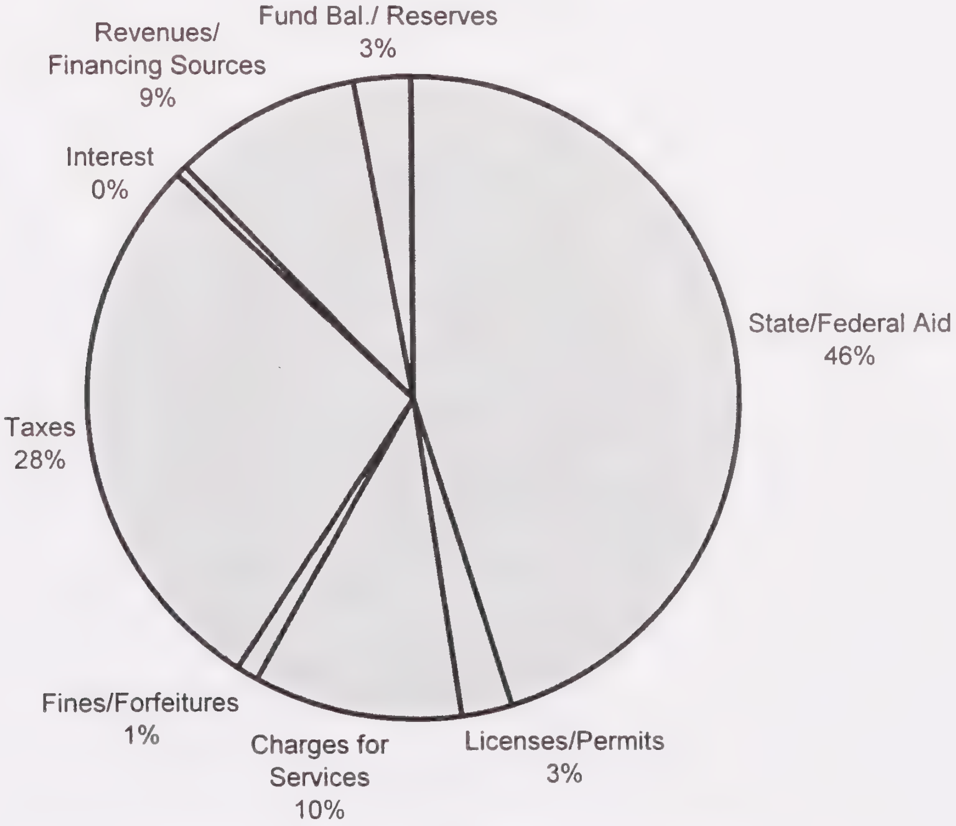
2004-2005 Final Budget - All Funds



Dollars in Millions - $373.1 Total Appropriation

Total Financing By Source

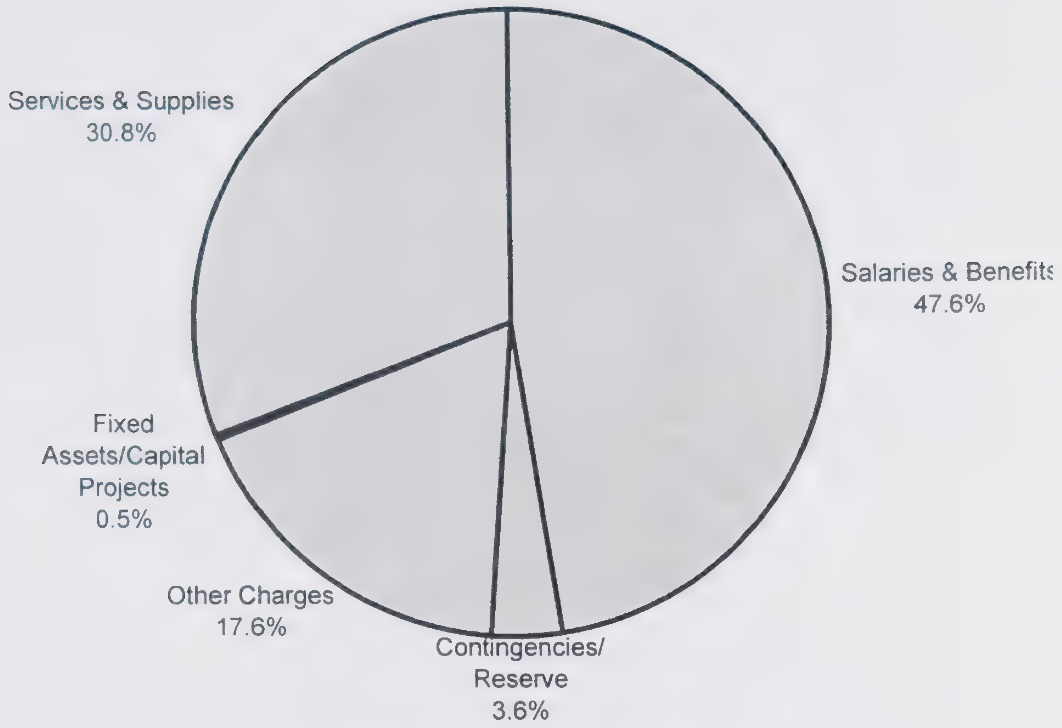
2004-2005 Final Budget All Funds



Dollars in Millions - $373.1 Total Appropriation

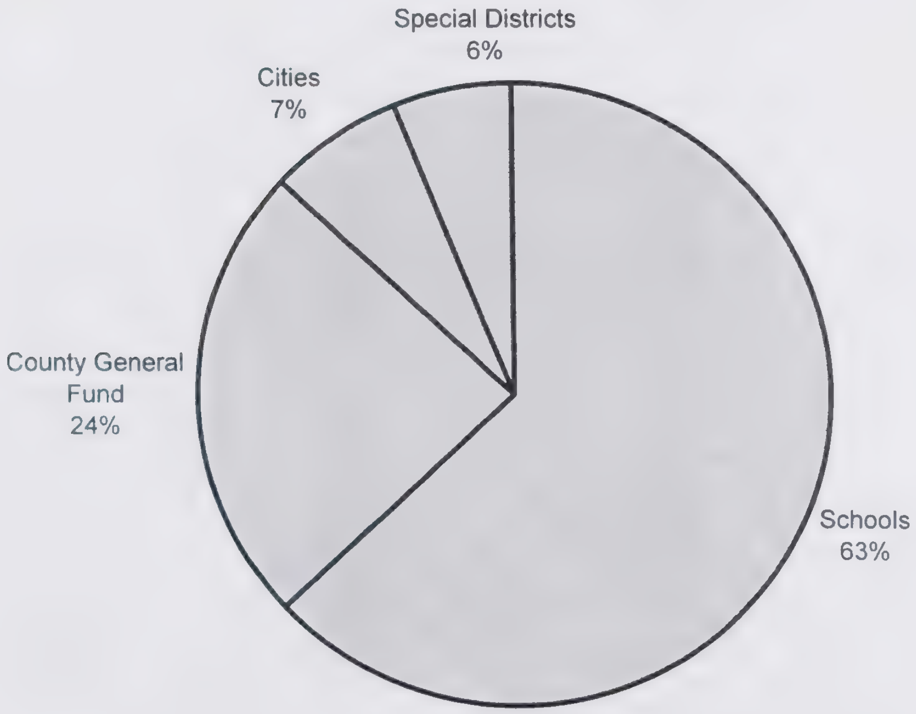
Budget By Category

2004-2005 Final Budget - All Funds



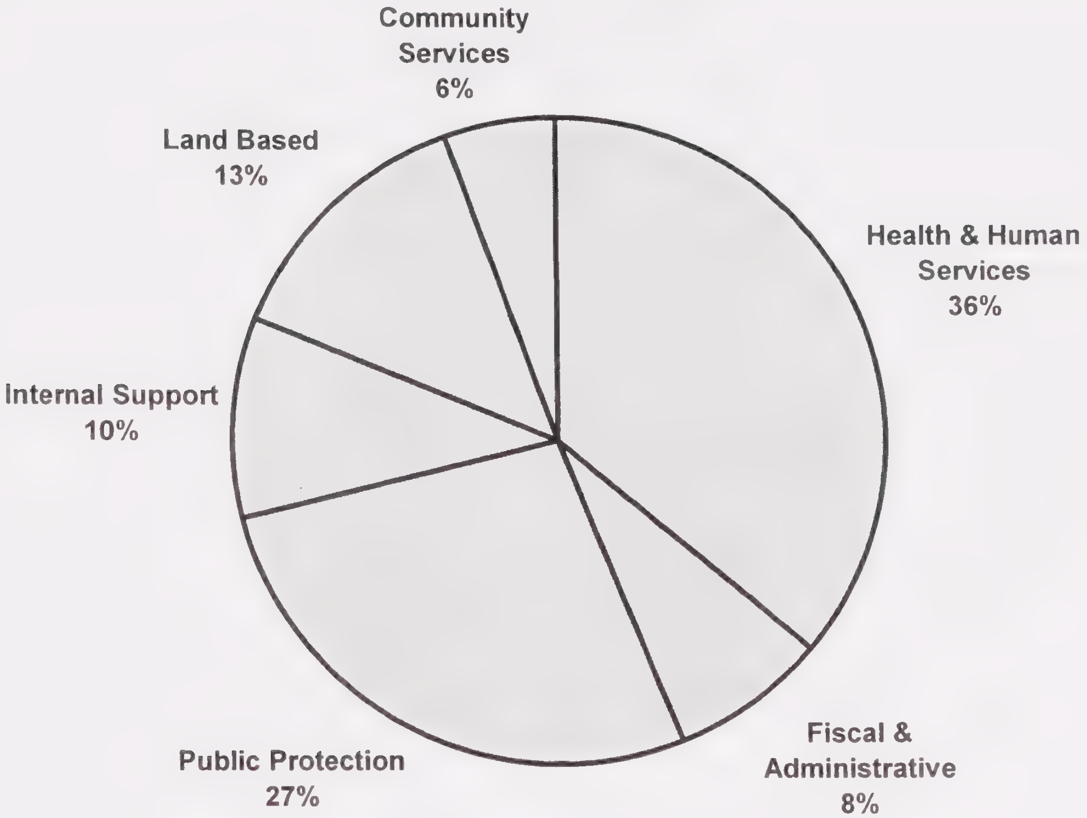
Dollars in Millions - $373.1 Total Appropriation

Property Tax Dollar Distribution
By Government Agency



County of San Luis Obispo –Positions (Full Time Equivalent)

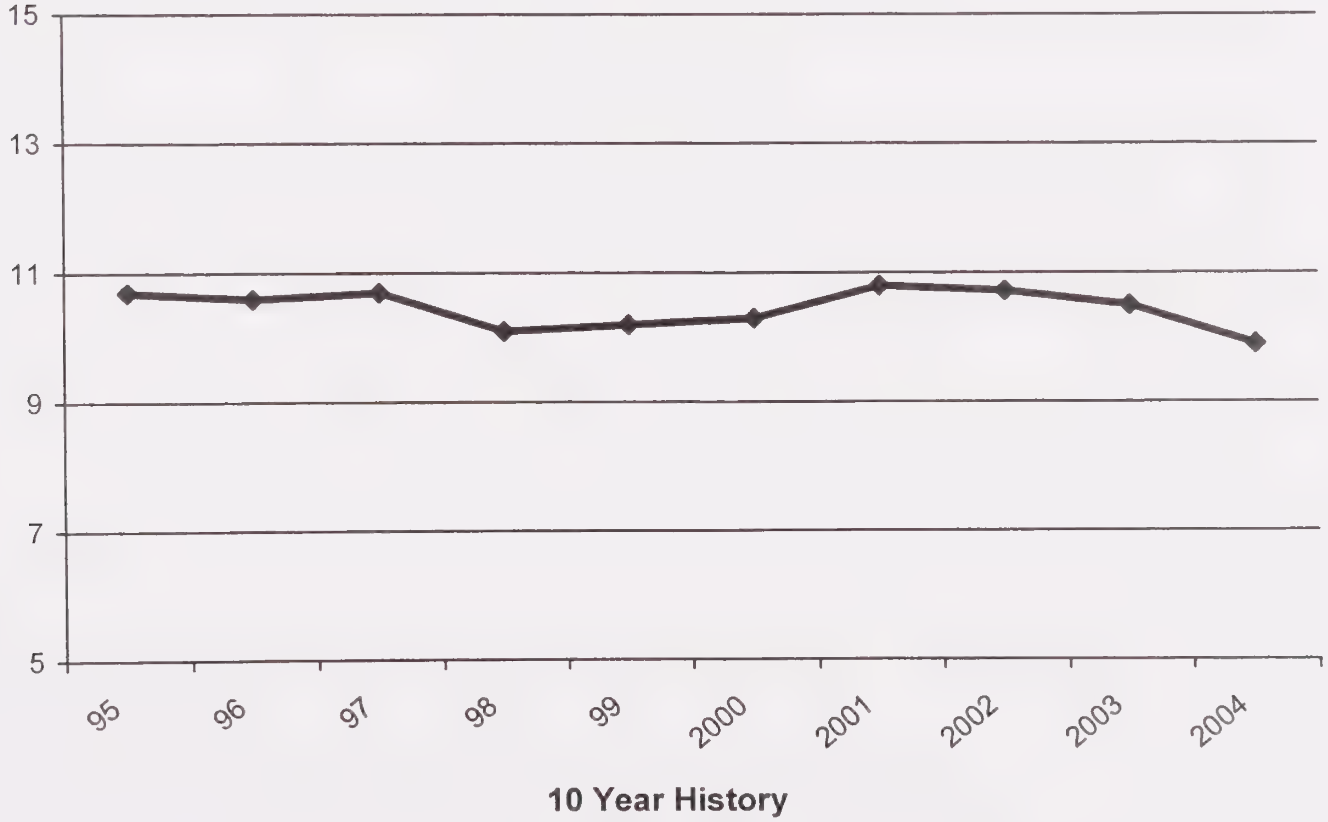
2004-2005 Final Budget



Total Positions: 2,488

County of San Luis Obispo

Employees per 1,000 County Residents



Personnel Information

SLO County Budget Preparation System
Position Allocation by Functional Area

Functional Area	2003-04 Current Allocation	2004-05 Department Request	2004-05 C.A.O. Recommended	2004-05 Board Adopted
Community Services	141.25	142.25	141.25	141.25
Fiscal & Administrative	206.75	205.75	200.25	200.25
	1.00 *	2.00 *	2.00 *	2.00 *
Health/Human Services	887.75	877.75	855.25	789.75
	74.00 *	44.50 *	65.50 *	65.00 *
Land Based	344.50	344.50	333.50	333.50
	7.00 *	6.00 *	5.00 *	5.00 *
	0.50 **	0.00 **	0.00 **	0.00 **
Public Protection	684.50	668.50	678.00	678.00
	26.25 *	17.00 *	17.50 *	17.50 *
Support to County Depts	256.00	262.00	255.25	255.25
	1.00 *	0.00 *	0.00 *	0.00 *
Total Permanent FTE's	2,520.75	2,500.75	2,463.50	2,398.00
Total Limited Terms	109.25	69.50	90.00	89.50
Total Contract FTE's	0.50	0.00	0.00	0.00
Total FTE's	2,630.50	2,570.25	2,553.50	2,487.50
Permanent Positions				
Full Time	2,413	2,397	2,358	2,299
3/4 Time	28	28	32	30
1/2 Time	171	162	160	150
1/4 Time	5	7	6	6
Total Permanent	2,617	2,594	2,556	2,485
Limited Term Positions				
Full Time	100	61	81	80
3/4 Time	3	2	3	3
1/2 Time	13	12	12	13
1/4 Time	2	4	3	3
Total Limited Term	118	79	99	99
Contract Positions				
Full Time	0	0	0	0
3/4 Time	0	0	0	0
1/2 Time	1	0	0	0
1/4 Time	0	0	0	0
Total Contract	1	0	0	0

*Indicates limited positions
**Indicates contract position

SLO County Budget Preparation System
Position Allocation Summary
Full Time Equivalents

Dept	Title	2003-04 Current Allocation	2004-05 Department Request	2004-05 C.A.O. Recommended	2004-05 Board Adopted	Increase (Decrease)
ADMINISTRATIVE OFFICE						
2040	ADMINISTRATIVE OFFICE	14.00	13.00	13.00	13.00	-1.00
2340	RISK MANAGEMENT	4.00	4.75	6.00	6.00	2.00
2570	GRAND JURY	0.50	0.50	0.50	0.50	0.00
2790	EMERGENCY SERVICES	4.50	4.50	4.50	4.50	0.00
		0.75 *	0.00 *	0.00 *	0.00 *	-0.75 *
	Total	23.75	22.75	24.00	24.00	0.25
AGRICULTURAL COMMISSIONER						
2730	AGRICULTURAL COMMISSIONER	44.00	44.00	44.00	44.00	0.00
		2.00 *	0.00 *	0.00 *	0.00 *	-2.00 *
	Total	46.00	44.00	44.00	44.00	-2.00
ASSESSOR						
2070	ASSESSOR	87.00	87.00	83.00	83.00	-4.00
AUDITOR-CONTROLLER						
2050	AUDITOR-CONTROLLER	44.00	44.00	42.50	42.50	-1.50
BOARD OF SUPERVISORS						
2000	BOARD OF SUPERVISORS	12.50	12.50	12.50	12.50	0.00
CHILD SUPPORT SERVICES						
2561	CHILD SUPPORT SERVICES	51.00	51.00	51.00	51.00	0.00
CLERK/RECORDER						
2509	CLERK/RECORDER	22.25	22.25	22.25	22.25	0.00
		0.00 *	1.00 *	1.00 *	1.00 *	1.00 *
	Total	22.25	23.25	23.25	23.25	1.00
CLINICAL LAB SERVICES						
3045	CLINICAL LAB SERVICES	0.00	20.00	20.00	20.00	20.00
COUNTY COUNSEL						
2100	COUNTY COUNSEL	23.00	23.00	22.00	22.00	-1.00
DISTRICT ATTORNEY						
2560	DISTRICT ATTORNEY	81.25	82.25	81.25	81.25	0.00
		1.00 *	1.00 *	1.00 *	0.50 *	-0.50 *
2562	VICTIM/WITNESS ASSISTANCE	14.00	14.00	14.00	14.00	0.00
		1.00 *	1.00 *	1.00 *	0.50 *	-0.50 *
	Total	97.25	98.25	97.25	96.25	-1.00

* Indicates Limited Term positions

** Indicates contract positions

SLO County Budget Preparation System

Position Allocation Summary

Full Time Equivalents

Dept	Title	2003-04 Current Allocation	2004-05 Department Request	2004-05 C.A.O. Recommended	2004-05 Board Adopted	Increase (Decrease)
FARM ADVISOR						
4030	FARM ADVISOR	4.00	4.00	4.00	4.00	0.00
GENERAL SERVICES						
2180	GENERAL SERVICES	105.00	112.00	105.00	105.00	0.00
2270	REPROGRAPHICS ISF	4.00	4.00	4.00	4.00	0.00
2300	GARAGE ISF	13.00	13.00	13.00	13.00	0.00
2950	AIRPORTS ENTERPRISE	10.75	12.75	11.75	11.75	1.00
4125	PARKS	38.50	38.50	38.50	38.50	0.00
	Total	171.25	180.25	172.25	172.25	1.00
GOLF COURSES						
4161	GOLF COURSES	18.00	18.00	18.00	18.00	0.00
INFORMATION TECHNOLOGY DEPARTMENT						
2250	INFORMATION TECHNOLOGY DEPARTMENT	87.00	87.50	87.50	87.50	0.50
LIBRARY						
4000	LIBRARY	70.00	69.00	69.00	69.00	-1.00
MENTAL HEALTH						
3070	MENTAL HEALTH	154.00	125.50	141.75	145.75	-8.25
3075	DRUG & ALCOHOL SERVICES	44.00	40.50	42.00	42.75	-1.25
		12.00 *	8.00 *	8.00 *	8.00 *	-4.00 *
4040	DRINKING DRIVER PROGRAMS	16.00	13.00	13.00	13.00	-3.00
	Total	226.00	187.00	204.75	209.50	-16.50
PERSONNEL						
2110	PERSONNEL	20.00	17.75	17.75	17.75	-2.25
		1.00 *	0.00 *	0.00 *	0.00 *	-1.00 *
	Total	21.00	17.75	17.75	17.75	-3.25
PLANNING & BUILDING DEPARTMENT						
2800	PLANNING & BUILDING DEPARTMENT	107.00	108.00	107.50	107.50	0.50
		4.00 *	5.00 *	4.00 *	4.00 *	0.00 *
		0.50 **	0.00 **	0.00 **	0.00 **	-0.50 **
	Total	111.50	113.00	111.50	111.50	0.00
PROBATION DEPARTMENT						
2660	PROBATION DEPARTMENT	139.25	129.25	134.25	134.25	-5.00
		16.50 *	14.00 *	14.50 *	15.50 *	-1.00 *
	Total	155.75	143.25	148.75	149.75	-6.00

* Indicates Limited Term positions

** Indicates contract positions

SLO County Budget Preparation System
Position Allocation Summary
Full Time Equivalents

Dept	Title	2003-04 Current Allocation	2004-05 Department Request	2004-05 C.A.O. Recommended	2004-05 Board Adopted	Increase (Decrease)
PUBLIC HEALTH DEPARTMENT						
3000	PUBLIC HEALTH DEPARTMENT	140.25	133.25	131.25	133.00	-7.25
		32.50 *	30.25 *	29.25 *	28.75 *	-3.75 *
3285	LAW ENFORCEMENT MED CARE	11.00	10.25	11.00	11.00	0.00
3286	CO MEDICAL SERVICES PROG	12.50	12.50	12.25	12.25	-0.25
		0.50 *	0.25 *	0.25 *	0.25 *	-0.25 *
6000	MEDICAL SERVICES	94.00	89.75	72.00	0.00	-94.00
	Total	290.75	276.25	256.00	185.25	-105.50
PUBLIC WORKS - ISF						
2900	PUBLIC WORKS - ISF	193.50	192.50	182.00	182.00	-11.50
		1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	194.50	193.50	183.00	183.00	-11.50
SHERIFF-CORONER						
2590	SHERIFF-CORONER	373.00	368.00	371.50	371.50	-1.50
		7.00 *	1.00 *	1.00 *	1.00 *	-6.00 *
2840	ANIMAL SERVICES	21.00	19.00	21.00	21.00	0.00
	Total	401.00	388.00	393.50	393.50	-7.50
SOCIAL SERVICES ADMINISTRATION						
3200	SOCIAL SERVICES ADMINISTRATION	412.00	429.00	407.00	407.00	-5.00
		29.00 *	6.00 *	28.00 *	28.00 *	-1.00 *
	Total	441.00	435.00	435.00	435.00	-6.00
SUSPECTED ABUSE RESPONSE TEAM						
3281	SUSPECTED ABUSE RESPONSE TEAM	0.00	0.00	1.00	1.00	1.00
TREAS-TAX COLL-PUBLIC ADM						
2060	TREAS-TAX COLL-PUBLIC ADM	27.00	27.00	27.00	27.00	0.00
		1.00 *	1.00 *	1.00 *	1.00 *	0.00 *
	Total	28.00	28.00	28.00	28.00	0.00
VETERANS SERVICES						
3330	VETERANS SERVICES	4.00	4.00	4.00	4.00	0.00
	Total Permanent Employees	2,520.75	2,500.75	2,463.50	2,398.00	-122.75
	Total Limited Term Employees	109.25	69.50	90.00	89.50	-19.75
	Total Contract Employees	0.50	0.00	0.00	0.00	-0.50
	GRAND TOTAL	2,630.50	2,570.25	2,553.50	2,487.50	-143.00

*Indicates limited positions
**Indicates contract position

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2000	**BOARD OF SUPERVISORS**					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
02223	Administrative Assistant Confidential Series	1/2	0.50	0.50	0.50	0.50
08799	Legislative Assistant		5.00	5.00	5.00	5.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
00103	Supervisor		5.00	5.00	5.00	5.00
	Department Totals		12.50	12.50	12.50	12.50
2040	**ADMINISTRATIVE OFFICE**					
00913	Accounting Technician - Confidential		1.00	0.00	0.00	0.00
08887	Administrative Analyst Aide - Confidential		3.00	3.00	3.00	3.00
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
08798	Assistant Administrative Officer		2.00	2.00	2.00	0.00
00205	County Administrative Officer		1.00	1.00	1.00	1.00
08884	Administrative Analyst I					
08883	or Administrative Analyst II					
08882	or Administrative Analyst III					
08886	or Principal Administrative Analyst		5.00	4.00	4.00	4.00
02040	or Deputy County Administrative Officer		0.00	0.00	0.00	2.00
00875	Principal Personnel Analyst		0.00	1.00	1.00	1.00
00925	Secretary - Confidential		1.00	1.00	1.00	1.00
	Department Totals		14.00	13.00	13.00	13.00
2050	**AUDITOR-CONTROLLER**					
02050	Accounting Systems Aide-Confidential		1.00	1.00	1.00	1.00
00916	Accounting Systems Analyst I					
00915	or Accounting Systems Analyst II		4.00	4.00	4.00	0.00
00914	Accounting Technician					
00913	or Accounting Technician - Confidential		4.00	5.00	5.00	5.00
00914	Accounting Technician	3/4				
00913	or Accounting Technician - Confidential	3/4	0.75	0.00	0.00	0.00
02223	Administrative Assistant Confidential Series		2.00	2.00	2.00	2.00
02223	Administrative Assistant Confidential Series	3/4	0.75	0.75	0.75	0.75
08891	Administrative Services Officer I		1.00	1.00	1.00	0.00
08892	Administrative Services Officer II		0.00	0.00	0.00	2.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
00900	Assistant Auditor-Controller		1.00	1.00	1.00	1.00
00102	Auditor-Controller		1.00	1.00	1.00	1.00
00903	Chief Internal Auditor		1.00	1.00	1.00	0.00
02223	Administrative Assistant Confidential Series					
00982	or Data Entry Operator III - Confidential		3.00	2.00	2.00	2.00
02223	Administrative Assistant Confidential Series	3/4				
00982	or Data Entry Operator III - Confidential	3/4	0.00	0.75	0.75	0.75
00901	Deputy Auditor-Controller		2.00	2.00	2.00	2.00
02052	Division Manager-Auditor-Controller					
02051	Accountant-Auditor Trainee					
00713	or Accountant-Auditor I					
00714	or Accountant-Auditor II					
00715	or Accountant-Auditor III		9.00	9.00	9.00	13.00
00716	or Principal Accountant-Auditor		4.00	4.00	4.00	6.00
02051	Accountant-Auditor Trainee	1/2				
00713	or Accountant-Auditor I	1/2				
00714	or Accountant-Auditor II	1/2				
00715	or Accountant-Auditor III	1/2	0.50	0.50	0.00	0.00
00716	or Principal Accountant-Auditor	1/2				
00902	Principal Accounting Systems Analyst		1.00	1.00	1.00	0.00
00911	Account Clerk					
00909	or Senior Account Clerk		5.00	5.00	4.00	4.00
00898	Supervising Accounting Tech - Confidential		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
	Department Totals		44.00	44.00	42.50	42.50

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2060	**TREAS-TAX COLL-PUBLIC ADM**					
00914	Accounting Technician		1.00	1.00	1.00	1.00
08893	Administrative Services Officer III		2.00	2.00	2.00	0.00
00393	Assistant Treasurer/Tax Collector/Public Admn		0.00	0.00	0.00	1.00
00892	Chief Financial Manager		1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00855	Deputy Treasurer-Tax Collector		1.00	1.00	1.00	0.00
00780	Financial Analyst I					
00781	or Financial Analyst II					
00782	or Financial Analyst III		2.00	2.00	2.00	4.00
00770	or Principal Financial Analyst		0.00	0.00	0.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		12.00	12.00	12.00	12.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
00893	Supervising Financial Technician		3.00	3.00	3.00	3.00
00110	Treasurer-Tax Collector-Public Administrator		1.00	1.00	1.00	1.00
	Subtotal		27.00	27.00	27.00	27.00
	Limited Permanent					
00780	Financial Analyst I					
00781	or Financial Analyst II					
00782	or Financial Analyst III		1.00	1.00	1.00	1.00
00770	or Principal Financial Analyst					
	Department Totals		28.00	28.00	28.00	28.00
2070	**ASSESSOR**					
00911	Account Clerk		1.00	0.00	0.00	0.00
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
00718	Appraiser Trainee					
00711	or Appraiser I					
00709	or Appraiser II					
00707	or Appraiser III		26.00	26.00	26.00	26.00
08894	Assessment Analyst Trainee					
00941	or Assessment Analyst I					
00942	or Assessment Analyst II					
00943	or Assessment Analyst III		8.00	8.00	8.00	8.00
00894	Assessment Technician I					
00895	or Assessment Technician II					
00896	or Assessment Technician III		16.00	0.00	14.00	14.00
00897	or Assessment Technician IV		2.00	18.00	2.00	2.00
00658	Assessment Technician Supervisor		2.00	2.00	2.00	2.00
00101	Assessor		1.00	1.00	1.00	1.00
00723	Auditor-Appraiser Trainee		1.00	0.00	0.00	0.00
00712	or Auditor-Appraiser I					
00710	or Auditor-Appraiser II					
00708	or Auditor-Appraiser III		4.00	4.00	4.00	4.00
00723	Auditor-Appraiser Trainee	1/2				
00712	or Auditor-Appraiser I	1/2				
00710	or Auditor-Appraiser II	1/2				
00708	or Auditor-Appraiser III	1/2	1.00	1.00	1.00	1.00
00671	Cadastral Mapping Systems Specialist I					
00672	or Cadastral Mapping Systems Specialis II					
00673	or Cadastral Mapping Systems Specialist III		4.00	5.00	4.00	4.00
00675	Cadastral Mapping Systems Supervisor		1.00	1.00	1.00	1.00
00704	Chief Appraiser		1.00	1.00	1.00	1.00
00578	Chief of Assessment Standards		1.00	1.00	1.00	1.00
00703	Principal Appraiser		0.00	3.00	0.00	0.00
02203	Administrative Assistant Series					
00587	or Property Transfer Tech I					
00588	or Property Transfer Tech II		10.00	0.00	10.00	10.00
00589	or Property Transfer Tech III		1.00	11.00	0.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00
00938	Supervising Admin Clerk I - Confidential		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2070	**ASSESSOR - CONTINUED**					
00724	Supervising Appraiser		3.00	0.00	3.00	3.00
00725	Supervising Auditor-Appraiser		1.00	1.00	1.00	1.00
00579	Supervising Property Transfer Technician		0.00	1.00	1.00	1.00
	Department Totals		87.00	87.00	83.00	83.00
2100	**COUNTY COUNSEL**					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
00303	Assistant County Counsel		1.00	1.00	1.00	1.00
00310	Chief Deputy County Counsel		1.00	1.00	1.00	1.00
00302	County Counsel		1.00	1.00	1.00	1.00
00313	Deputy County Counsel I					
00317	or Deputy County Counsel II					
00318	or Deputy County Counsel III					
00312	or Deputy County Counsel IV		11.00	11.00	10.00	10.00
00313	Deputy County Counsel I	3/4				
00317	or Deputy County Counsel II	3/4				
00318	or Deputy County Counsel III	3/4				
00312	or Deputy County Counsel IV	3/4	0.75	0.75	0.75	0.75
00313	Deputy County Counsel I	1/4				
00317	or Deputy County Counsel II	1/4				
00318	or Deputy County Counsel III	1/4				
00312	or Deputy County Counsel IV	1/4	0.25	0.25	0.25	0.25
02223	Administrative Assistant Confidential Series					
09607	or Legal Clerk II - Confidential					
09608	Legal Clerk III - Confidential					
02223	Administrative Assistant Confidential Series					
02235	or Legal Clerk-Confidential		5.00	5.00	5.00	5.00
02236	Supervising Legal Clerk I-Confidential		1.00	1.00	1.00	1.00
	Department Totals		23.00	23.00	22.00	22.00
2110	**PERSONNEL**					
02223	Administrative Assistant Confidential Series		5.00	4.00	4.00	4.00
02223	Administrative Assistant Confidential Series	3/4	0.00	0.75	0.75	0.75
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		0.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
02110	Human Resources Analyst Aide-Confidential		0.00	0.00	3.00	3.00
00874	Personnel Analyst I					
00873	or Personnel Analyst II					
00864	or Personnel Analyst III		6.00	6.00	6.00	6.00
00856	Personnel Director		1.00	1.00	1.00	1.00
00857	Personnel Technician - Confidential		3.00	3.00	0.00	0.00
00857	Personnel Technician - Confidential	1/2	1.00	0.00	0.00	0.00
00875	Principal Personnel Analyst		2.00	1.00	1.00	1.00
00925	Secretary - Confidential					
00938	Supervising Admin Clerk I - Confidential		1.00	0.00	0.00	0.00
	Subtotal		20.00	17.75	17.75	17.75
	Limited Permanent					
02110	Human Resources Analyst Aide-Confidential					
00874	Personnel Analyst I					
00873	or Personnel Analyst II					
00864	or Personnel Analyst III		1.00	0.00	0.00	0.00
	Department Totals		1.00	17.75	17.75	17.75
2180	**GENERAL SERVICES**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		2.00	2.00	2.00	2.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
02203	Administrative Assistant Series	1/2	1.50	1.50	1.50	1.50
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2180	**GENERAL SERVICES - CONTINUED**					
00620	Architectural Supervisor		1.00	1.00	1.00	1.00
00624	Architectural Technician		1.00	1.00	1.00	1.00
00390	Assistant Director-General Services		0.00	0.00	0.00	1.00
00609	Property Management Aide					
00622	or Assistant Real Property Agent		1.00	1.00	1.00	1.00
00623	or Associate Real Property Agent		2.00	2.00	2.00	2.00
01301	Building Maintenance Superintendant		1.00	1.00	1.00	1.00
01304	Buildings Facilities Manager		1.00	1.00	1.00	1.00
02181	Buyer I					
02182	or Buyer II		4.00	4.00	4.00	4.00
00635	Capital Projects Inspector		1.00	1.00	1.00	1.00
01335	Custodian		26.00	30.00	26.00	26.00
00280	Department Administrator		0.00	0.00	0.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00854	Deputy Director of General Services		1.00	1.00	1.00	0.00
01314	Facilities Maintenance Mechanic I					
01316	or Facilities Maintenance Mechanic II					
01315	or Facilities Maintenance Mechanic III		18.00	20.00	18.00	18.00
00247	General Services Administrator		1.00	1.00	1.00	0.00
00248	General Services Director		1.00	1.00	1.00	1.00
01319	Groundskeeper		2.00	3.00	2.00	2.00
01334	Lead Custodian		2.00	2.00	2.00	2.00
01317	Locksmith-Maintenance Worker		2.00	2.00	2.00	2.00
01307	Maintenance Painter I					
01308	or Maintenance Painter II		3.00	3.00	3.00	3.00
01210	Park Ranger Specialist		1.00	1.00	1.00	1.00
00614	Property Manager		1.00	1.00	1.00	1.00
01125	Purchasing Technician	1/2	0.50	0.50	0.50	0.50
00909	Senior Account Clerk		3.00	3.00	3.00	3.00
00613	Assistant Capital Projects Coordinator					
00615	or Associate Capital Projects Coordinator		6.00	6.00	6.00	6.00
00619	or Senior Capital Projects Coordinator		5.00	5.00	5.00	5.00
01321	Senior Storekeeper		1.00	1.00	1.00	1.00
01338	Stock Clerk		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II - Confidential		1.00	1.00	1.00	1.00
09644	Supervising Buyer		1.00	1.00	1.00	1.00
01323	Supervising Custodial Leadworker		2.00	2.00	2.00	2.00
01318	Supervising Facility Maintenance Mechanic		3.00	3.00	3.00	3.00
02180	Utility Coordinator		1.00	1.00	1.00	1.00
	Department Totals		105.00	112.00	105.00	105.00
2250	**INFORMATION TECHNOLOGY DEPARTMENT**					
00911	Account Clerk	1/2	0.50	0.50	0.50	0.50
00914	Accounting Technician		1.00	1.00	1.00	1.00
00913	Accounting Technician - Confidential		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
02253	Assistant Chief Information Officer		1.00	1.00	1.00	1.00
02250	Chief Information Officer		1.00	1.00	1.00	1.00
09679	Communications Aide		1.00	1.00	1.00	1.00
09677	Communications Manager		1.00	1.00	1.00	1.00
00959	Communications Technician I		1.00	2.00	0.00	0.00
00958	or Communications Technician II		3.00	2.00	4.00	4.00
01715	Computer Oper Supervisor - Confidential		1.00	1.00	1.00	1.00
00970	Computer Systems Tech Aide - Confidential					
00987	or Computer Systems Tech I - Confidential					
00988	or Computer Systems Tech II - Confidential		0.00	3.00	0.00	0.00
01989	or Computer Systems Tech III - Confidential		7.00	4.00	7.00	7.00
08895	Data Processing Project Supervisor					
02010	Department Personnel Technician	1/2	0.50	0.00	0.00	0.00
08905	Departmental Automation Program Supervisor					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		0.00	1.00	0.00	0.00
08906	or Departmental Automation Specialist III		3.00	2.00	3.00	3.00
02251	Deputy Chief Information Officer					

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2250	**INFORMATION TECHNOLOGY DEPARTMENT - CONTIUNED**					
02252	Information Technology Manager		3.00	3.00	3.00	3.00
00979	Microcomputer Technician I					
00980	or Microcomputer Technician II		2.00	3.00	3.00	3.00
02257	Network Engineer I		0.00	1.00	0.00	0.00
02258	or Network Engineer II		0.00	1.00	0.00	0.00
02259	or Network Engineer III		3.00	1.00	3.00	3.00
01711	Network Hardware Specialist I					
01712	or Network Hardware Specialist II		2.00	2.00	2.00	2.00
00883	Secretary I		1.00	1.00	1.00	1.00
00969	Senior Communications Technician		1.00	1.00	1.00	1.00
01714	Senior Computer Sys Tech - Confidential		2.00	2.00	2.00	2.00
00972	Senior Microcomputer Technician		1.00	1.00	1.00	1.00
02260	Senior Network Engineer		2.00	2.00	2.00	2.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst					
00995	Senior Programmer Analyst	1/2				
02255	Senior Software Engineer		4.00	4.00	4.00	4.00
02256	Senior Systems Administrator		1.00	1.00	1.00	1.00
00966	Senior Systems Analyst					
00978	Senior Systems Software Specialist					
02264	Software Engineer I					
02265	or Software Engineer II		0.00	5.00	0.00	0.00
02266	or Software Engineer III		23.00	17.00	22.00	22.00
02264	Software Engineer I	1/2				
02265	or Software Engineer II	1/2				
02266	or Software Engineer III	1/2	0.50	0.50	0.50	0.50
00898	Supervising Accounting Tech - Confidential		1.00	1.00	1.00	1.00
02261	Systems Administrator I		0.00	1.00	0.00	0.00
02262	or Systems Administrator II		0.00	3.00	0.00	0.00
02263	or Systems Administrator III		8.00	5.00	9.00	9.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II					
00997	Systems Software Specialist					
00998	or Systems Software Specialist I					
00999	or Systems Software Specialist II					
02254	Technology Supervisor		6.00	6.00	6.00	6.00
00961	Telephone Systems Coordinator		1.00	1.00	1.00	1.00
00961	Telephone Systems Coordinator	1/2	0.50	0.50	0.50	0.50
	Department Totals		87.00	87.50	87.50	87.50
2270	**REPROGRAPHICS ISF**					
01000	Reprographics Leadworker		1.00	1.00	1.00	1.00
00996	Reprographics Technician I					
00992	or Reprographics Technician II					
00994	or Reprographics Technician III		3.00	3.00	3.00	3.00
	Department Totals		4.00	4.00	4.00	4.00
2300	**GARAGE ISF**					
09653	Automotive Mechanic I					
09654	or Automotive Mechanic II		5.00	5.00	5.00	5.00
01328	Automotive Service Worker		2.00	2.00	2.00	2.00
01121	Equipment Mechanic I					
01120	or Equipment Mechanic II		3.00	3.00	2.00	2.00
01123	Equipment Service Worker		1.00	1.00	1.00	1.00
02300	Fleet Manager		1.00	1.00	1.00	1.00
02301	Fleet Shop Supervisor		1.00	1.00	1.00	1.00
02302	Lead Fleet Mechanic		0.00	0.00	1.00	1.00
	Department Totals		13.00	13.00	13.00	13.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2340	**RISK MANAGEMENT**					
02223	Administrative Assistant Confidential Series		1.00	1.00	1.00	1.00
02111	Human Resources Analyst Aide					
02110	Human Resources Analyst Aide-Confidential		0.00	1.00	1.00	1.00
00874	Personnel Analyst I					
00873	or Personnel Analyst II					
00864	or Personnel Analyst III		0.00	0.00	1.00	1.00
08886	Principal Administrative Analyst		1.00	1.00	1.00	1.00
09657	Risk Management Analyst I					
09658	or Risk Management Analyst II					
09663	or Risk Management Analyst III		2.00	1.00	2.00	2.00
09657	Risk Management Analyst I	3/4				
09658	or Risk Management Analyst II	3/4				
09663	or Risk Management Analyst III	3/4	0.00	0.75	0.00	0.00
	Department Totals		4.00	4.75	6.00	6.00
2509	**CLERK/RECORDER**					
08891	Administrative Services Officer I		1.00	0.00	0.00	0.00
08892	Administrative Services Officer II		0.00	1.00	1.00	1.00
02555	Chief Deputy Clk of Bd/Co Clk Div		1.00	1.00	1.00	1.00
02556	Chief Deputy Recording Division		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
02552	or Clerk-Recorder Assistant II		10.00	10.00	10.00	10.00
02553	or Clerk-Recorder Assistant III		3.00	3.00	3.00	3.00
02203	Administrative Assistant Series	1/4				
02552	or Clerk-Recorder Assistant II	1/4	0.25	0.25	0.25	0.25
02553	or Clerk-Recorder Assistant III	1/4				
02554	Clerk-Recorder Assistant IV		3.00	3.00	3.00	3.00
00108	County Clerk-Recorder		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	0.00	0.00	0.00
00719	Deputy Registrar of Voters		1.00	1.00	1.00	1.00
02261	Systems Administrator I					
02262	or Systems Administrator II					
02263	or Systems Administrator III		0.00	1.00	1.00	1.00
	Subtotal		22.25	22.25	22.25	22.25
	Limited Permanent					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		0.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III					
	Department Totals		22.25	23.25	23.25	23.25
2560	**DISTRICT ATTORNEY**					
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
08795	Administrative Services Manager	3/4	0.00	0.00	0.00	0.75
08891	Administrative Services Officer I	1/2				
08892	or Administrative Services Officer II	1/2	0.00	0.00	0.00	0.50
08893	Administrative Services Officer III	3/4	0.75	0.75	0.75	0.00
08893	Administrative Services Officer III	1/2	0.50	0.50	0.50	0.00
00392	Assistant District Attorney		0.00	0.00	0.00	1.00
00270	Chief Deputy District Attorney		0.00	0.00	0.00	1.00
09648	Chief District Attorney Investigator		1.00	1.00	1.00	1.00
00214	Chief Prosecutor		1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00308	Deputy District Attorney I					
00309	or Deputy District Attorney II					
00311	or Deputy District Attorney III					
00314	or Deputy District Attorney IV		30.00	30.00	30.00	30.00
00105	District Attorney		1.00	1.00	1.00	1.00
09645	District Attorney Investigator I					
09646	or District Attorney Investigator II					
09647	or District Attorney Investigator III		13.00	13.00	13.00	13.00
00684	Division Manager-District Attorney		0.00	0.00	0.00	1.00
00380	Economic Crime Officer I					
00381	or Economic Crime Officer II					
00382	or Economic Crime Officer III		2.00	2.00	2.00	2.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2560	**DISTRICT ATTORNEY - CONTINUED**					
00383	Economic Crime Technician I					
00384	or Economic Crime Technician II		3.00	3.00	3.00	3.00
00356	Economic Crime Unit Coordinator		1.00	1.00	1.00	0.00
00860	Legal Assistant		2.00	2.00	0.00	0.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		12.00	13.00	12.00	12.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
02238	Paralegal		0.00	0.00	2.00	2.00
00299	Principal Deputy District Attorney		1.00	1.00	1.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		2.00	2.00	2.00	2.00
09675	Supervising District Attorney Investigator		2.00	2.00	2.00	2.00
09609	Supervising Legal Clerk - Confidential					
02231	Supervising Legal Clerk I		3.00	3.00	3.00	3.00
02237	Supervising Legal Clerk II-Confidential		1.00	1.00	1.00	1.00
	Subtotal		81.25	82.25	81.25	81.25
	Limited Permanent					
00860	Legal Assistant		1.00	1.00	1.00	0.00
02238	Paralegal	1/2	0.00	0.00	0.00	0.50
	Department Totals		82.25	83.25	82.25	81.75
2561	**CHILD SUPPORT SERVICES**					
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
00389	Child Support Ombudsperson		1.00	1.00	1.00	1.00
00388	Child Support Program Manager		1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00256	Director of Child Support Services		1.00	1.00	1.00	1.00
00682	Division Manager-Child Support Services		0.00	0.00	0.00	1.00
09621	Family Support Officer I					
09622	or Family Support Officer II					
09682	or Family Support Officer III		17.00	17.00	17.00	17.00
09621	Family Support Officer I	1/2				
09622	or Family Support Officer II	1/2				
09682	or Family Support Officer III	1/2	1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		19.00	19.00	19.00	19.00
02203	Administrative Assistant Series	1/2				
02230	or Legal Clerk	1/2	2.00	2.00	2.00	2.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2				
09603	or Legal Clerk III	1/2				
09683	Supervising Family Support Officer		2.00	2.00	2.00	2.00
09604	Supervising Legal Clerk					
02231	Supervising Legal Clerk I		2.00	2.00	2.00	2.00
02232	Supervising Legal Clerk II		2.00	2.00	2.00	2.00
02261	Systems Administrator I					
02262	or Systems Administrator II					
02263	or Systems Administrator III		0.00	0.00	0.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	0.00
	Department Totals		51.00	51.00	51.00	51.00
2562	**VICTIM/WITNESS ASSISTANCE**					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.00	1.00
00684	Division Manager-District Attorney		0.00	0.00	0.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2562	**VICTIM/WITNESS ASSISTANCE - CONTINUED**					
09620	Senior Victim/Witness Coordinator		2.00	2.00	2.00	2.00
09614	Victim/Witness Assistance Coordinator Aide					
09634	or Victim/Witness Assistance Coordinator I		2.00	2.00	2.00	2.00
09637	or Victim/Witness Assistance Coordinator II		6.00	6.00	6.00	6.00
09614	Victim/Witness Assistance Coordinator Aide	1/2				
09634	or Victim/Witness Assistance Coordinator I	1/2				
09637	or Victim/Witness Assistance Coordinator II	1/2	1.00	1.00	1.00	1.00
09636	Victim/Witness Assistance Supervisor		1.00	1.00	1.00	0.00
	Subtotal		14.00	14.00	14.00	14.00
	Limited Permanent					
09614	Victim/Witness Assistance Coordinator Aide					
09634	or Victim/Witness Assistance Coordinator I		1.00	1.00	1.00	0.00
09637	or Victim/Witness Assistance Coordinator II					
09614	Victim/Witness Assistance Coordinator Aide	1/2				
09634	or Victim/Witness Assistance Coordinator I	1/2	0.00	0.00	0.00	0.50
09637	or Victim/Witness Assistance Coordinator II	1/2				
	Department Totals		15.00	15.00	15.00	14.50
2570	**GRAND JURY**					
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
	Department Totals		0.50	0.50	0.50	0.50
2590	**SHERIFF-CORONER**					
00914	Accounting Technician		1.00	1.00	1.00	1.00
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		3.00	3.00	3.00	3.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
00341	CAL-ID Program Coordinator		1.00	1.00	1.00	1.00
00332	Captain		2.00	0.00	0.00	0.00
01341	Cook I					
01340	or Cook II					
01350	or Cook III		6.00	5.00	6.00	6.00
00346	Correctional Technician		29.00	27.00	29.00	29.00
00350	Crime Prevention Specialist		2.00	2.00	2.00	2.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00
00339	Sheriff's Cadet					
00338	or Deputy Sheriff		91.00	91.00	91.00	91.00
00354	Food Service Supervisor – Corrections		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		26.00	25.00	25.00	25.00
02203	Administrative Assistant Series	1/2				
02230	or Legal Clerk	1/2	1.00	0.50	0.50	0.50
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2				
09603	or Legal Clerk III	1/2				
00334	Lieutenant		7.00	0.00	0.00	0.00
00979	Microcomputer Technician I		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		3.00	3.00	3.00	3.00
00336	Sergeant		17.00	17.00	17.00	17.00
00351	Sheriff's Automation Analyst		1.00	1.00	1.00	0.00
00352	Sheriff's Automation Supervisor		1.00	1.00	1.00	0.00
00331	Sheriff's Chief Deputy		2.00	3.00	3.00	3.00
02593	Sheriff's Commander		0.00	7.00	7.00	7.00
00357	Sheriff's Correctional Lieutenant		3.00	3.00	3.00	3.00
00347	Sheriff's Correctional Officer		91.00	89.00	91.00	91.00
00335	Sheriff's Correctional Sergeant		12.00	12.00	12.00	12.00
00342	Sheriff's Dispatcher		12.00	12.00	12.00	12.00
05000	Sheriff's Dispatcher Supervisor		1.00	1.00	1.00	1.00
02594	Sheriff's Forensic Specialist		0.00	2.00	2.00	2.00
00348	Sheriff's Property Officer		2.00	2.00	2.00	2.00
00345	Sheriff's Senior Correctional Officer		15.00	14.00	15.00	15.00
00340	Sheriff's Senior Deputy		32.00	32.00	30.00	30.00
00343	Sheriff's Senior Dispatcher		3.00	3.00	3.00	3.00
02591	Sheriff's Systems Coordinator		1.00	1.00	1.00	0.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2590	**SHERIFF-CORONER - CONTINUED**					
00107	Sheriff-Coroner		1.00	1.00	1.00	1.00
02264	Software Engineer I					
02265	or Software Engineer II					
02266	or Software Engineer III		0.00	0.00	0.00	1.00
01331	Storekeeper II		1.00	1.00	1.00	1.00
01336	Storekeeper I	1/2	0.00	0.50	0.00	0.00
01331	or Storekeeper II	1/2				
02231	Supervising Legal Clerk I		2.00	2.00	2.00	2.00
02261	Systems Administrator I					
02262	or Systems Administrator II					
02263	or Systems Administrator III		0.00	0.00	0.00	1.00
02254	Technology Supervisor		0.00	0.00	0.00	1.00
02592	Undersheriff		0.00	1.00	1.00	1.00
	Subtotal		373.00	368.00	371.50	371.50
	Limited Permanent					
00338	Deputy Sheriff		6.00	1.00	1.00	1.00
00336	Sergeant		1.00	0.00	0.00	0.00
	Department Totals		380.00|	369.00	372.50	372.50
2660	**PROBATION DEPARTMENT**					
00911	Account Clerk		5.00	5.00	5.00	5.00
00905	Accountant I					
00906	or Accountant II		1.00	1.00	1.00	1.00
00907	or Accountant III					
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08891	Administrative Services Officer I		1.00	1.00	1.00	0.00
08892	Administrative Services Officer II		1.00	1.00	1.00	2.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
00329	Assistant Chief Probation Officer		0.00	0.00	0.00	1.00
00213	Chief Probation Officer		1.00	1.00	1.00	1.00
03501	Collections Officer I					
03502	or Collections Officer II		3.00	3.00	3.00	3.00
01341	Cook I					
01340	or Cook II					
01350	or Cook III		3.00	3.00	3.00	3.00
00346	Correctional Technician		4.00	4.00	4.00	4.00
00346	Correctional Technician	3/4	0.75	0.75	0.75	0.75
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
00319	Deputy Chief Probation Officer		1.00	1.00	1.00	0.00
00324	Deputy Probation Officer I					
00323	or Deputy Probation Officer II		48.00	45.00	47.00	47.00
00324	Deputy Probation Officer I	1/2				
00323	or Deputy Probation Officer II	1/2	0.50	0.50	0.50	0.50
00691	Division Manager-Probation		0.00	0.00	0.00	4.00
00370	Juvenile Services Officer I					
00371	or Juvenile Services Officer II		22.00	20.00	20.00	20.00
00372	Juvenile Services Officer III		5.00	5.00	5.00	5.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		10.00	10.00	10.00	10.00
02203	Administrative Assistant Series	1/2				
02230	or Legal Clerk	1/2	1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
02203	Administrative Assistant Series	1/2				
09602	or Legal Clerk II	1/2				
09603	or Legal Clerk III	1/2				
00326	Probation Assistant		2.00	2.00	2.00	2.00
00320	Probation Division Manager		5.00	4.00	4.00	0.00
00909	Senior Account Clerk		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II – Confidential		1.00	1.00	1.00	1.00
00373	Supervising Deputy Probation Officer		11.00	9.00	11.00	11.00
02660	Supervising Juvenile Services Officer		4.00	4.00	4.00	4.00
02231	Supervising Legal Clerk I		2.00	0.00	1.00	1.00
	Subtotal		139.25	129.25	134.25	134.25

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2660	**PROBATION DEPARTMENT - CONTINUED**					
	Limited Permanent					
00911	Account Clerk		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series	1/2	1.00	0.50	1.00	1.00
03501	Collections Officer I		1.00	1.00	1.00	1.00
03502	or Collections Officer II					
00324	Deputy Probation Officer I					
00323	or Deputy Probation Officer II		6.00	5.00	5.00	6.00
00324	Deputy Probation Officer I	1/2				
00323	or Deputy Probation Officer II	1/2	0.50	0.50	0.50	0.50
02203	Administrative Assistant Series					
02230	or Legal Clerk		1.00	0.00	0.00	0.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
00326	Probation Assistant		3.00	3.00	3.00	3.00
00373	Supervising Deputy Probation Officer		2.00	2.00	2.00	2.00
	Department Totals		155.75	143.25	148.75	149.75
2730	**AGRICULTURAL COMMISSIONER**					
02203	Administrative Assistant Series		4.00	4.00	4.00	4.00
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
08891	Administrative Services Officer I		1.00	1.00	1.00	1.00
08892	or Administrative Services Officer II					
00201	Ag Commissioner/Sealer of Weights & Measures		1.00	1.00	1.00	1.00
02730	Agricultural Resource Specialist		1.00	1.00	1.00	1.00
00791	Agricultural/Measurement Standards Tech I					
00792	or Agricultural/Measurement Standards Tech II		8.00	7.00	7.00	7.00
00791	Agricultural/Measurement Standards Tech I	1/2				
00792	or Agricultural/Measurement Standards Tech II	1/2	0.50	0.50	0.50	0.50
00801	Assistant Agricultural Commissioner		1.00	1.00	1.00	0.00
00802	Chief Deputy-Agricultural Commissioner		0.00	0.00	0.00	1.00
00823	Chief Deputy-Sealer Weights & Measures		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00816	Agricultural Inspector/Biologist Trainee					
00817	or Agricultural Inspector/Biologist I					
00818	or Agricultural Inspector/Biologist II					
00819	or Agricultural Inspector/Biologist III		15.00	15.00	15.00	15.00
00804	or Deputy Agricultural Commissioner		3.00	3.00	3.00	3.00
00816	Agricultural Inspector/Biologist Trainee	1/2				
00817	or Agricultural Inspector/Biologist I	1/2				
00818	or Agricultural Inspector/Biologist II	1/2				
00819	or Agricultural Inspector/Biologist III	1/2	2.00	2.00	2.00	2.00
00804	or Deputy Agricultural Commissioner	1/2				
02803	Environmental Resource Specialist		1.00	1.00	1.00	1.00
01620	Mapping/Graphics Systems Specialist I					
01621	or Mapping/Graphics Systems Specialist II		0.00	1.00	1.00	1.00
01622	or Mapping/Graphics Systems Specialist III					
00826	Weights & Measures Inspector Trainee					
00824	or Weights & Measures Inspector I					
00821	or Weights & Measures Inspector II					
00825	or Weights & Measures Inspector III		3.00	3.00	3.00	3.00
	Subtotal		44.00	44.00	44.00	44.00
	Limited Permanent					
00791	Agricultural/Measurement Standards Tech I					
00792	or Agricultural/Measurement Standards Tech II		1.00	0.00	0.00	0.00
00816	Agricultural Inspector/Biologist Trainee					
00817	or Agricultural Inspector/Biologist I					
00818	or Agricultural Inspector/Biologist II					
00819	or Agricultural Inspector/Biologist III		1.00	0.00	0.00	0.00
00804	or Deputy Agricultural Commissioner					
	Department Totals		46.00	44.00	44.00	44.00
2790	**EMERGENCY SERVICES**					
02223	Administrative Assistant Confidential Series	1/2	0.50	0.50	0.50	0.50
00844	Emergency Services Coordinator I					
00845	or Emergency Services Coordinator II					

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2790	**EMERGENCY SERVICES - CONTINUED**					
00846	or Emergency Services Coordinator III		4.00	400	4.00	4.00
	Subtotal		4.50	4.50	4.50	4.50
	Limited Permanent					
00844	Emergency Services Coordinator I	3/4				
00845	or Emergency Services Coordinator II	3/4				
00846	or Emergency Services Coordinator III	3/4	0.75	0.00	0.00	0.00
	Department Totals		5.25	4.50	4.50	4.50
2800	**PLANNING & BUILDING DEPARTMENT**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
00914	Accounting Technician		2.00	2.00	2.00	2.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series		13.00	12.00	11.00	11.00
02203	Administrative Assistant Series	1/2	0.00	0.00	0.50	0.50
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		1.00	2.00	1.00	0.00
01699	Assistant Building Official		0.00	0.00	0.00	2.00
00391	Assistant Director-Planning and Building		0.00	0.00	0.00	1.00
00654	Assistant Planning Director		1.00	1.00	1.00	0.00
01601	Building Inspector I					
01602	or Building Inspector II					
01603	or Building Inspector III		11.00	11.00	11.00	11.00
01701	Building Plans Examiner I					
01702	or Building Plans Examiner II					
01703	or Building Plans Examiner III		6.00	6.00	6.00	6.00
00629	Chief Building Official		1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00237	Director of Planning/Building		1.00	1.00	1.00	1.00
00681	Division Manager-Building (Chief Bldg Offcl)		0.00	0.00	0.00	1.00
00690	Division Manager-Planning		0.00	0.00	0.00	3.00
08415	Environmental Health Specialist III		0.00	0.00	1.00	1.00
00877	Environmental Quality Coord		1.00	1.00	1.00	1.00
01620	Mapping/Graphics Systems Specialist I					
01621	or Mapping/Graphics Systems Specialist II					
01622	or Mapping/Graphics Systems Specialist III		2.00	2.00	2.00	2.00
02805	Permit Technician		4.00	5.00	5.00	5.00
01705	Principal Building Inspector		1.00	1.00	1.00	0.00
01706	Principal Building Plans Examiner		1.00	1.00	1.00	0.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III		17.00	17.00	16.00	16.00
02803	or Environmental Resource Specialist		7.00	7.00	7.00	7.00
02804	or Principal Environmental Specialist		1.00	1.00	1.00	1.00
00602	Principal Planner		3.00	3.00	3.00	0.00
01708	Resource Protection Specialist I					
01709	or Resource Protection Specialist II		5.00	5.00	5.00	5.00
01710	or Resource Protection Specialist III		1.00	1.00	1.00	1.00
00883	Secretary I		3.00	3.00	3.00	3.00
00911	Account Clerk					
00909	or Senior Account Clerk		0.00	1.00	1.00	1.00
00603	Senior Planner		9.00	9.00	9.00	9.00
00899	Supervising Accounting Technician		1.00	0.00	1.00	1.00
00939	Supervising Admin Clerk II – Confidential		1.00	1.00	1.00	1.00
01600	Supervising Building Inspector		2.00	2.00	2.00	2.00
01700	Supervising Building Plans Examiner		1.00	1.00	1.00	1.00
01707	Supervising Planner		6.00	6.00	6.00	6.00
01623	Supv Mapping/Graphics Systems Specialist		1.00	1.00	1.00	1.00
02261	Systems Administrator I					
02262	or Systems Administrator II					
02263	or Systems Administrator III		0.00	0.00 0.00	1.00	

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2800	**PLANNING & BUILDING DEPARTMENT - CONTINUED**					
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	0.00
	Subtotal		107.00	108.00	107.50	107.50
	Limited Permanent					
01701	Building Plans Examiner I					
01702	or Building Plans Examiner II		1.00	1.00	1.00	1.00
01703	or Building Plans Examiner III					
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		1.00	1.00	1.00	1.00
08906	or Departmental Automation Specialist III					
08413	Environmental Health Specialist I					
08414	or Environmental Health Specialist II					
08415	or Environmental Health Specialist III		0.00	1.00	0.00	0.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III					
02803	or Environmental Resource Specialist		1.00	1.00	1.00	1.00
02804	or Principal Environmental Specialist					
00603	Senior Planner		1.00	1.00	1.00	1.00
	Subtotal		111.00	113.00	111.50	111.50
	Contract Positions					
	Environmental Specialist II	1/2	0.50	0.00	0.00	0.00
	Department Totals		111.50	113.00	111.50	111.50
2840	**ANIMAL SERVICES**					
02203	Administrative Assistant Series		5.00	5.00	5.00	5.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
01422	Animal Control Lead Officer		2.00	1.00	2.00	2.00
01417	Animal Control Officer		7.00	6.00	7.00	7.00
00219	Animal Services Humane Educator	1/2	0.50	0.50	0.50	0.50
01410	Animal Services Manager (Non-Vet)					
01411	or Animal Services Manager (Vet)		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I		1.00	1.00	1.00	1.00
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III					
01420	Kennel Worker		2.00	2.00	2.00	2.00
01420	Kennel Worker	1/2	0.50	0.50	0.50	0.50
00927	Supervising Admin Clerk		1.00	1.00	1.00	1.00
	Department Totals		21.00	19.00	21.00	21.00
2900	**PUBLIC WORKS - ISF**					
00911	Account Clerk		1.00	1.00	1.00	1.00
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		3.00	3.00	3.00	3.00
00914	Accounting Technician		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series		3.00	3.00	3.00	3.00
08795	Administrative Services Manager		0.00	0.00	0.00	3.00
08795	Administrative Services Manager	1/2	0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		3.00	3.00	3.00	0.00
08893	Administrative Services Officer III	1/2	1.00	1.00	1.00	0.00
09624	Assistant Water Systems Superintendent		1.00	1.00	1.00	1.00
00609	Property Management Aide					
00622	or Assistant Real Property Agent					
00623	or Associate Real Property Agent		1.00	1.00	1.00	1.00
01327	Bus Driver		1.00	1.00	0.00	0.00
01327	Bus Driver	1/2	3.50	3.50	1.00	1.00
02901	Chief Water Treatment Plant Operator-Grade 3		1.00	1.00	1.00	1.00
02902	Chief Water Treatment Plant Operator-Grade 4		1.00	1.00	1.00	1.00
02903	Civil Engineering Technician Aide					
00648	or Civil Engineer Technician I					
00650	or Civil Engineer Technician II					

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2900	**PUBLIC WORKS – ISF - CONTINUED**					
00652	or Civil Engineer Technician III		15.00	15.00	15.00	15.00
00280	Department Administrator		0.00	0.00	0.00	2.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
00662	Deputy Director-Admin-Dept of Public Wrks/T		1.00	1.00	1.00	1.00
00663	Deputy Director-Eng Svcs-Dept of Public Wks/T		1.00	1.00	1.00	1.00
00245	Director of Public Works and Transportation		1.00	1.00	1.00	1.00
00694	Division Manager-Utilities					
00641	Engineer I					
00640	or Engineer II					
00634	or Engineer III		20.00	20.00	20.00	20.00
00633	Engineer IV		10.00	10.00	10.00	10.00
01124	Engineering Equipment Manager		1.00	1.00	1.00	1.00
02904	Environmental Division Manager		1.00	1.00	1.00	1.00
00655	Franchise Administrator I					
00656	or Franchise Administrator II					
00657	or Franchise Administrator III		1.00	1.00	1.00	1.00
00659	Franchise Program Tech I					
00660	or Franchise Program Tech II		1.00	0.00	0.00	0.00
09680	Hydraulic Operations Administrator III		1.00	1.00	1.00	1.00
02905	Nacimiento Project Manager					
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III					
02803	or Environmental Resource Specialist		5.00	5.00	5.00	5.00
02804	or Principal Environmental Specialist					
02906	Public Works Administrator		2.00	2.00	2.00	0.00
01115	Public Works Leadworker		9.00	9.00	9.00	9.00
01112	Public Works Section Supervisor		6.00	6.00	6.00	6.00
01105	Public Works Worker I					
01117	or Public Works Worker II					
01119	or Public Works Worker III		39.00	39.00	33.00	33.00
01103	Public Works Worker IV		15.00	15.00	15.00	15.00
00642	Right-of-Way Agent		1.00	1.00	1.00	1.00
00632	Engineer V		4.00	4.00	4.00	4.00
00661	or Road Maintenance Superintendent		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		4.00	4.00	4.00	4.00
01321	Senior Storekeeper		1.00	1.00	1.00	1.00
09613	Senior Water Systems Chemist		1.00	1.00	1.00	1.00
00610	Solid Waste Coordinator I					
00611	or Solid Waste Coordinator II					
00612	or Solid Waste Coordinator III		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00939	Supervising Admin Clerk II – Confidential		1.00	1.00	1.00	1.00
09678	Transit Systems Supervisor		1.00	1.00	1.00	1.00
00665	Utilities Division Manager		1.00	1.00	1.00	1.00
09619	Water Quality Manager		1.00	1.00	1.00	1.00
09617	Water Systems Chemist I					
09618	or Water Systems Chemist II		4.00	4.00	4.00	4.00
09615	Water Systems Lab Tech I					
09616	or Water Systems Lab Tech II		3.00	3.00	3.00	3.00
09623	Water Systems Superintendent		2.00	2.00	2.00	2.00
09629	Water Systems Worker Trainee					
09628	or Water Systems Worker I					
09627	or Water Systems Worker II					
09626	or Water Systems Worker III		13.00	13.00	12.00	12.00
09625	Water Systems Worker IV		1.00	1.00	1.00	1.00
	Subtotal		193.50	192.50	182.00	182.00
	Limited Permanent					
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
	Department Totals		194.50	193.50	183.00	183.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
2950	**AIRPORTS ENTERPRISE**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
00914	Accounting Technician		1.00	1.00	1.00	1.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75
01406	Airport Maintenance Worker		4.00	4.00	4.00	4.00
01402	Airport Operation Specialist		1.00	1.00	1.00	1.00
01403	Airport Operations Supervisor		1.00	2.00	2.00	2.00
00852	Airports Manager		1.00	1.00	1.00	1.00
01401	Assistant Airports Manager		1.00	1.00	1.00	1.00
00609	Property Management Aide					
00622	or Assistant Real Property Agent					
00623	or Associate Real Property Agent		0.00	1.00	0.00	0.00
	Department Totals		10.75	12.75	11.75	11.75
3000	**PUBLIC HEALTH DEPARTMENT**					
00914	Accounting Technician		3.00	3.00	3.00	3.00
00914	Accounting Technician	1/2	0.50	0.50	1.00	1.00
02203	Administrative Assistant Series		18.00	17.00	15.00	15.00
02203	Administrative Assistant Series	3/4	0.00	0.00	0.75	0.75
02203	Administrative Assistant Series	1/2	2.50	2.50	2.00	2.50
08891	Administrative Services Officer I		4.00	4.00	4.00	3.00
08892	or Administrative Services Officer II		2.00	1.00	2.00	2.00
08893	Administrative Services Officer III		0.00	1.00	0.00	0.00
09632	Communicable Disease Investigator	3/4	1.50	1.50	1.50	1.50
09632	Communicable Disease Investigator	1/2	0.50	0.50	0.50	0.50
00410	Cross Connection Inspector		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		2.00	2.00	2.00	2.00
08401	Director of Environmental Health		1.00	1.00	1.00	1.00
00509	Director of Health Promotion Services		1.00	1.00	1.00	1.00
00412	Director of Public Health Nursing		1.00	1.00	1.00	1.00
03000	Director of Public Health/Health Officer		1.00	1.00	1.00	1.00
08413	Environmental Health Specialist I					
08414	or Environmental Health Specialist II					
08415	or Environmental Health Specialist III		13.00	12.00	13.00	13.00
08413	Environmental Health Specialist I	1/2				
08414	or Environmental Health Specialist II	1/2				
08415	or Environmental Health Specialist III	1/2	0.50	0.50	0.50	0.50
00437	Epidemiologist		1.00	1.00	1.00	1.00
00536	Head Nurse		1.00	1.00	1.00	1.00
00226	Health Agency Administrator I		1.00	1.00	1.00	1.00
00227	or Health Agency Administrator II					
00228	or Health Agency Administrator III		2.00	2.00	2.00	2.00
00229	or Health Agency Administrator IV					
03003	Health Agency Director					
00221	Health Education Specialist		2.00	2.00	1.00	1.00
00447	Laboratory Assistant I					
00446	or Laboratory Assistant II		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
00543	Licensed Vocational Nurse		1.00	1.00	0.00	0.00
00543	Licensed Vocational Nurse	3/4	0.00	0.00	0.75	0.75
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		21.00	19.00	18.00	18.00
00420	Community Health Nurse	1/2				
00417	or Public Health Nurse	1/2				
00415	or Senior Community Health Nurse	1/2				
00421	or Senior Public Health Nurse	1/2				
00457	or Nurse Practitioner/Physician's Assistant	1/2	2.50	2.00	2.00	2.50
00420	Community Health Nurse	1/4				
00417	or Public Health Nurse	1/4				
00415	or Senior Community Health Nurse	1/4				

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3000	**PUBLIC HEALTH DEPARTMEN - CONTINUED**					
00421	or Senior Public Health Nurse	1/4				
00457	or Nurse Practitioner/Physician's Assistant	1/4	0.00	0.00	0.00	0.25
08538	Patient Services Representative		2.00	2.00	2.00	2.00
08538	Patient Services Representative	1/2	0.50	0.50	0.50	0.50
00575	Physical or Occupational Therapist Aide		3.00	3.00	3.00	3.00
00571	Physical or Occupational Therapist I					
00572	or Physical or Occupational Therapist II		1.00	1.00	1.00	1.00
00571	Physical or Occupational Therapist I	3/4				
00572	or Physical or Occupational Therapist II	3/4	0.75	0.75	0.75	0.75
00571	Physical or Occupational Therapist I	1/2				
00572	or Physical or Occupational Therapist II	1/2	2.50	2.50	2.50	2.50
03004	Public Health Admin/Health Officer					
00422	Public Health Aide I					
00423	or Public Health Aide II		10.00	6.00	6.00	6.00
00424	or Public Health Aide III		1.00	4.00	4.00	4.00
00422	Public Health Aide I	1/2				
00423	or Public Health Aide II	1/2	1.50	1.00	1.00	1.50
00424	or Public Health Aide III	1/2				
00442	Public Health Microbiologist I					
00441	or Public Health Microbiologist II		2.00	3.00	4.00	4.00
00442	Public Health Microbiologist I	3/4				
00441	or Public Health Microbiologist II	3/4	0.75	0.75	0.75	0.75
00442	Public Health Microbiologist I	1/2				
00441	or Public Health Microbiologist II	1/2	1.00	0.50	0.00	0.00
01347	Public Health Nutritionist I		2.00	2.00	2.00	2.00
01347	Public Health Nutritionist I	1/2	1.50	1.50	1.50	1.50
01348	Public Health Nutritionist II		1.00	1.00	1.00	1.00
00886	Secretary I – Confidential		1.00	1.00	1.00	1.00
00909	Senior Account Clerk		3.00	3.00	3.00	3.00
01536	Social Worker I					
01532	or Social Worker II		1.00	0.00	0.00	1.00
01524	or Social Worker III					
01519	or Social Worker IV		1.00	1.00	1.00	1.00
01536	Social Worker I	1/2				
01532	or Social Worker II	1/2				
01524	or Social Worker III	1/2				
01519	or Social Worker IV	1/2	2.00	1.50	1.50	1.50
01516	Social Worker Supervisor II		1.00	1.00	1.00	1.00
03001	Sr Physical or Occupational Therapist		1.00	1.00	1.00	1.00
08416	Supervising Environmental Health Specialist		3.00	3.00	3.00	3.00
00573	Supervising Physical or Occupational Ther		1.00	1.00	1.00	1.00
00444	Supervising Public Health Microbiologist		1.00	1.00	1.00	1.00
00414	Supervising Public Health Nurse		7.00	7.00	7.00	7.00
00414	Supervising Public Health Nurse	3/4	0.75	0.75	0.75	0.75
	Subtotal		140.25	133.25	131.25	133.00
	Limited Permanent					
02203	Administrative Assistant Series		6.00	4.00	4.00	4.00
02203	Administrative Assistant Series	1/2	1.00	1.00	1.50	1.00
08891	Administrative Services Officer I		2.00	2.00	2.00	2.00
08892	or Administrative Services Officer II					
08891	Administrative Services Officer I	1/2	0.50	0.50	0.50	0.50
08892	or Administrative Services Officer II	1/2				
00222	Aids Program Coordinator		1.00	0.00	1.00	1.00
00222	Aids Program Coordinator	1/2	0.00	0.50	0.00	0.00
09632	Communicable Disease Investigator	1/2	0.50	0.50	0.50	0.50
09632	Communicable Disease Investigator	1/4	0.00	0.25	0.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	0.00	1.00	1.00
03002	Deputy County Health Officer	1/2	0.50	0.50	0.50	0.50
01539	Eligibility Technician I					
01540	or Eligibility Technician II		1.00	1.00	1.00	1.00
01541	or Eligibility Technician III					
00844	Emergency Services Coordinator I					
00845	or Emergency Services Coordinator II					
00846	or Emergency Services Coordinator III		1.00	1.00	1.00	1.00
08413	Environmental Health Specialist I	1/2				
08414	or Environmental Health Specialist II	1/2				
08415	or Environmental Health Specialist III	1/2	0.00	0.50	0.00	0.00
00872	Health Care Analyst	1/2	0.50	0.00	0.00	0.00

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3000	**PUBLIC HEALTH DEPARTMEN - CONTINUED**					
00221	Health Education Specialist		1.00	1.00	1.00	1.00
00221	Health Education Specialist	1/2	0.00	0.50	0.00	0.00
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		13.00	12.00	12.00	12.00
00420	Community Health Nurse	3/4				
00417	or Public Health Nurse	3/4				
00415	or Senior Community Health Nurse	3/4				
00421	or Senior Public Health Nurse	3/4				
00457	or Nurse Practitioner/Physician's Assistant	3/4	0.75	0.75	0.75	0.75
00420	Community Health Nurse	1/2				
00417	or Public Health Nurse	1/2				
00415	or Senior Community Health Nurse	1/2				
00421	or Senior Public Health Nurse	1/2				
00457	or Nurse Practitioner/Physician's Assistant	1/2	0.50	0.50	0.50	0.50
00442	Public Health Microbiologist I					
00441	or Public Health Microbiologist II		0.00	1.00	0.00	0.00
00442	Public Health Microbiologist I	1/2				
00441	or Public Health Microbiologist II	1/2	0.50	0.00	0.50	0.50
01347	Public Health Nutritionist I	3/4	0.75	0.75	0.75	0.75
01519	Social Worker IV		1.00	1.00	0.00	0.00
01519	Social Worker IV	3/4	0.00	0.00	0.75	0.75
08416	Supervising Environmental Health Specialist		0.00	1.00	0.00	0.00
	Department Totals		172.75	163.50	160.50	161.75
3045	**CLINICAL LAB SERVICES**					
02203	Administrative Assistant Series		0.00	2.00	2.00	2.00
00576	Clinical Laboratory Assistant I		0.00	2.00	2.00	2.00
00577	or Clinical Laboratory Assistant II		0.00	6.00	6.00	6.00
00576	Clinical Laboratory Assistant I	1/2				
00577	or Clinical Laboratory Assistant II	1/2	0.00	0.50	0.50	0.50
00550	Clinical Laboratory Manager		0.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		0.00	1.00	1.00	1.00
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	0.00	0.50	0.50	0.50
00596	Clinical Lab Technologist - Temp Licensed					
00552	or Clinical Laboratory Technologist					
00551	or Senior Clinical Laboratory Technologist		0.00	2.00	2.00	2.00
00596	Clinical Lab Technologist - Temp Licensed	3/4				
00552	or Clinical Laboratory Technologist	3/4				
00551	or Senior Clinical Laboratory Technologist	3/4	0.00	0.75	0.75	0.75
00596	Clinical Lab Technologist - Temp Licensed	1/4				
00552	or Clinical Laboratory Technologist	1/4				
00551	or Senior Clinical Laboratory Technologist	1/4	0.00	0.25	0.25	0.25
00597	Supervising Clinical Lab Technologist		0.00	4.00	4.00	4.00
	Department Totals		0.00	20.00	20.00	20.00
3070	**MENTAL HEALTH**					
00905	Accountant I					
00906	or Accountant II		1.00	0.00	1.00	1.00
00907	or Accountant III					
00914	Accounting Technician		4.00	4.00	4.00	4.00
02203	Administrative Assistant Series		10.00	8.00	10.00	10.00
02203	Administrative Assistant Series	1/2	2.50	2.50	2.50	2.50
08795	Administrative Services Manager		0.00	0.00	0.00	2.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	2.00
08893	Administrative Services Officer III		3.00	3.00	3.00	0.00
08534	Assistant Mental Health Administrator		1.00	0.00	0.00	0.00
03071	Behavioral Health Administrator					
01335	Custodian	3/4	1.50	0.75	0.75	0.75
02010	Department Personnel Technician		1.00	1.00	1.00	1.00
02010	Department Personnel Technician	1/2	0.00	0.00	0.00	0.50
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		3.00	3.00	3.00	3.00
03070	Director of Behavioral Health Services		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3070	**MENTAL HEALTH - CONTINUED**					
00872	Health Care Analyst		1.00	1.00	1.00	1.00
08532	Mental Health Administrator		1.00	1.00	1.00	1.00
08533	Mental Health Clinical Program Manager		3.00	3.00	3.00	3.00
00519	Mental Health Medical Director		1.00	1.00	1.00	1.00
08535	Mental Health Medical Records Supervisor		1.00	1.00	1.00	1.00
08568	Mental Health Pre-Licensed Nurse					
08570	or Mental Health Nurse Trainee					
08573	or Mental Health Nurse I					
08572	or Mental Health Nurse II		4.00	4.00	4.00	4.00
08571	or Mental Health Nurse III		3.00	2.00	2.00	1.00
08568	Mental Health Pre-Licensed Nurse	1/2				
08570	or Mental Health Nurse Trainee	1/2				
08573	or Mental Health Nurse I	1/2				
08572	or Mental Health Nurse II	1/2				
08571	or Mental Health Nurse III	1/2	0.00	0.00	0.00	1.00
08525	Mental Health Program Supervisor		7.00	5.00	7.00	7.00
08569	Mental Health Supervising Nurse		1.00	1.00	1.00	1.00
08529	Mental Health Therapist I					
08528	or Mental Health Therapist II					
08527	or Mental Health Therapist III					
08526	or Mental Health Therapist IV		69.00	54.00	62.00	65.00
08529	Mental Health Therapist I	3/4				
08528	or Mental Health Therapist II	3/4				
08527	or Mental Health Therapist III	3/4				
08526	or Mental Health Therapist IV	3/4	1.50	0.75	1.50	1.50
08529	Mental Health Therapist I	1/2				
08528	or Mental Health Therapist II	1/2				
08527	or Mental Health Therapist III	1/2				
08526	or Mental Health Therapist IV	1/2	3.50	2.00	2.50	3.50
08576	Mental Health Worker Aide		1.00	1.00	1.00	1.00
08575	or Mental Health Worker I					
08574	or Mental Health Worker II		1.00	1.00	1.00	1.00
00525	Psychologist		4.00	4.00	4.00	4.00
00883	Secretary I		1.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		1.00	0.00	0.00	0.00
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	1.00	0.50	1.00	1.00
00582	Medical Records Technician		6.00	3.00	5.00	5.00
00593	or Senior Medical Records Technician		5.00	5.00	5.00	5.00
00582	Medical Records Technician	1/2	0.00	0.00	0.50	0.00
00593	or Senior Medical Records Technician	1/2				
00522	Staff Psychiatrist		3.00	3.00	3.00	3.00
00522	Staff Psychiatrist	1/2	2.50	2.50	2.50	2.50
00899	Supervising Accounting Technician		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
00927	Supervising Admin Clerk I	1/2	0.50	0.50	0.50	0.50
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		0.00	1.00	0.00	0.00
	Department Totals		154.00	125.50	141.75	145.75
3075	**DRUG & ALCOHOL SERVICES**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.75
08795	Administrative Services Manager		0.00	0.00	0.00	1.00
08893	Administrative Services Officer III		1.00	1.00	1.00	0.00
02010	Department Personnel Technician		1.00	0.00	0.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	2.00	2.00
08596	Director of Drug & Alcohol Services		1.00	1.00	1.00	1.00
08610	Drug & Alcohol Program Supervisor		3.00	2.00	2.00	2.00
08620	Drug & Alcohol Services Specialist I					
08621	or Drug & Alcohol Services Specialist II					
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV		21.00	19.00	20.00	20.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3075	**DRUG & ALCOHOL SERVICES - CONTINUED**					
08620	Drug & Alcohol Services Specialist I	3/4				
08621	or Drug & Alcohol Services Specialist II	3/4				
08622	or Drug & Alcohol Services Specialist III	3/4				
08623	or Drug & Alcohol Services Specialist IV	3/4	0.75	0.75	0.75	1.50
08620	Drug & Alcohol Services Specialist I	1/2				
08621	or Drug & Alcohol Services Specialist II	1/2				
08622	or Drug & Alcohol Services Specialist III	1/2				
08623	or Drug & Alcohol Services Specialist IV	1/2	1.50	2.00	2.50	2.50
08615	Drug & Alcohol Svcs Clinical Programs Mgr		1.00	1.00	1.00	1.00
08606	Drug & Alcohol Worker Aide					
08607	or Drug & Alcohol Worker I					
08608	or Drug & Alcohol Worker II		4.00	3.00	3.00	3.00
08606	Drug & Alcohol Worker Aide	3/4				
08607	or Drug & Alcohol Worker I	34				
08608	or Drug & Alcohol Worker II	3/4	0.00	0.75	0.75	0.75
08606	Drug & Alcohol Worker Aide	1/4				
08607	or Drug & Alcohol Worker I	1/4				
08608	or Drug & Alcohol Worker II	1/4	0.00	0.25	0.25	0.25
00872	Health Care Analyst		2.00	2.00	2.00	2.00
00909	Senior Account Clerk		2.00	1.00	1.00	1.00
02264	Software Engineer I		0.00	1.00	0.00	0.00
02265	or Software Engineer II					
02266	or Software Engineer III					
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
	Subtotal		44.00	40.50	42.00	42.75
	Limited Permanent					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
08620	Drug & Alcohol Services Specialist I					
08621	or Drug & Alcohol Services Specialist II					
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV		10.00	6.00	6.00	6.00
08620	Drug & Alcohol Services Specialist I	1/4				
08621	or Drug & Alcohol Services Specialist II	1/4				
08622	or Drug & Alcohol Services Specialist III	1/4				
08623	or Drug & Alcohol Services Specialist IV	1/4	0.50	0.50	0.50	0.50
	Department Totals		56.00	48.50	50.00	50.75
3200	**SOCIAL SERVICES ADMINISTRATION**					
00911	Account Clerk		2.00	2.00	2.00	2.00
00914	Accounting Technician		2.00	3.00	2.00	2.00
02203	Administrative Assistant Series		52.00	56.00	52.00	52.00
08795	Administrative Services Manager		0.00	0.00	0.00	4.00
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		2.00	2.00	2.00	2.00
08893	Administrative Services Officer III		4.00	4.00	4.00	0.00
00427	Community Service Aide		15.00	19.00	15.00	15.00
01501	County Social Services Director		1.00	1.00	1.00	1.00
02010	Department Personnel Technician		2.00	2.00	2.00	2.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		4.00	3.00	3.00	3.00
09514	Deputy Director of Social Services		1.00	1.00	1.00	1.00
00693	Division Manager-Social Services		0.00	0.00	0.00	8.00
01544	Employment/Resource Specialist I					
01545	or Employment/Resource Specialist II					
01546	or Employment/Resource Specialist III		117.00	117.00	117.00	117.00
01544	Employment/Resource Specialist I	1/2				
01545	or Employment/Resource Specialist II	1/2				
01546	or Employment/Resource Specialist III	1/2	2.50	2.50	2.50	2.50
01547	Employment/Resource Specialist IV		18.00	16.00	16.00	16.00
01550	Employment/Services Supervisor		23.00	23.00	23.00	23.00
02203	Administrative Assistant Series					
02230	or Legal Clerk		6.00	6.00	6.00	6.00
02203	Administrative Assistant Series					
09602	or Legal Clerk II					
09603	or Legal Clerk III					
01560	Personal Care Aide	1/2	2.00	2.00	2.00	2.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3200	**SOCIAL SERVICES ADMINISTRATION - CONTINUED**					
09508	Principal Social Services Division Manager		1.00	1.00	1.00	0.00
01582	Program Coordinator II		0.00	0.00	0.00	10.00
00883	Secretary I	1/2	0.50	0.50	0.50	0.50
00909	Senior Account Clerk		11.00	11.00	11.00	11.00
03200	Senior Division Manager-Social Services		0.00	0.00	0.00	1.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst		3.00	3.00	3.00	0.00
01533	Senior Social Services Investigator					
02255	Senior Software Engineer		0.00	0.00	0.00	1.00
09510	Social Services Division Manager		8.00	8.00	8.00	0.00
01531	Social Services Investigator		3.00	3.00	3.00	3.00
09507	Social Services Principal Fiscal Manager					
01522	Social Services Program Specialist I					
01521	or Social Services Program Specialist II		10.00	12.00	10.00	0.00
01555	Social Svcs Program Review Specialist		22.00	23.00	22.00	22.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		64.00	70.00	62.00	62.00
01536	Social Worker I	1/2				
01532	or Social Worker II	1/2				
01524	or Social Worker III	1/2				
01519	or Social Worker IV	1/2	6.00	6.00	6.00	6.00
01516	Social Worker Supervisor II		13.00	15.00	13.00	13.00
02264	Software Engineer I					
02265	or Software Engineer II					
02266	or Software Engineer III		0.00	0.00	0.00	2.00
00899	Supervising Accounting Technician		3.00	3.00	3.00	3.00
00927	Supervising Admin Clerk I		8.00	8.00	8.00	8.00
00928	Supervising Admin Clerk II		1.00	1.00	1.00	1.00
09604	Supervising Legal Clerk					
02231	Supervising Legal Clerk I		1.00	1.00	1.00	1.00
02232	Supervising Legal Clerk II		1.00	1.00	1.00	1.00
01537	Supervising Social Services Investigator		1.00	1.00	1.00	1.00
02261	Systems Administrator I					
02262	or Systems Administrator II					
02263	or Systems Administrator III		0.00	0.00	0.00	1.00
00963	Systems Analyst					
00964	or Systems Analyst I					
00965	or Systems Analyst II		1.00	1.00	1.00	0.00
	Subtotal		412.00	429.00	407.00	407.00
	Limited Permanent					
00914	Accounting Technician		1.00	0.00	1.00	1.00
00913	or Accounting Technician - Confidential					
02203	Administrative Assistant Series		5.00	1.00	5.00	5.00
00427	Community Service Aide		4.00	0.00	4.00	4.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	1.00
01581	Program Coordinator I					
01582	or Program Coordinator II		0.00	0.00	0.00	3.00
00975	Programmer - Confidential					
00974	or Programmer Analyst I					
00973	or Programmer Analyst II					
00995	or Senior Programmer Analyst		1.00	1.00	1.00	0.00
02255	Senior Software Engineer		0.00	0.00	0.00	1.00
01522	Social Services Program Specialist I					
01521	or Social Services Program Specialist II		3.00	1.00	3.00	0.00
01555	Social Svcs Program Review Specialist		3.00	2.00	3.00	3.00
01536	Social Worker I					
01532	or Social Worker II					
01524	or Social Worker III					
01519	or Social Worker IV		9.00	0.00	8.00	8.00
01516	Social Worker Supervisor II		2.00	0.00	2.00	2.00
	Department Totals		441.00	435.00	435.00	435.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
3281	**SUSPECTED ABUSE RESPONSE TEAM**					
00515	Acute Care Nurse I	1/2				
00516	or Acute Care Nurse II	1/2	0.00	0.00	0.50	0.50
00514	Acute Care Pre-Licensed Nurse	1/2				
02203	Administrative Assistant Series	1/2	0.00	0.00	0.50	0.50
03281	SART Clinical Coordinator	1/2				
	Department Totals		0.00	0.00	1.00	1.00
3285	**LAW ENFORCEMENT MED CARE**					
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
00500	Pre-Licensed Correctional Nurse					
00527	or Correctional Nurse I					
00528	or Correctional Nurse II		3.00	3.00	3.00	3.00
00500	Pre-Licensed Correctional Nurse	3/4				
00527	or Correctional Nurse I	3/4				
00528	or Correctional Nurse II	3/4	1.50	0.75	1.50	1.50
00500	Pre-Licensed Correctional Nurse	1/2				
00527	or Correctional Nurse I	1/2				
00528	or Correctional Nurse II	1/2	2.50	2.50	2.50	2.50
00524	Correctional Nurse Supervisor	3/4	0.75	0.75	0.75	0.75
00543	Licensed Vocational Nurse	3/4	0.75	0.75	0.75	0.75
00543	Licensed Vocational Nurse	1/2	1.00	1.00	1.00	1.00
00420	Community Health Nurse					
00417	or Public Health Nurse					
00415	or Senior Community Health Nurse					
00421	or Senior Public Health Nurse					
00457	or Nurse Practitioner/Physician's Assistant		1.00	1.00	1.00	1.00
	Department Totals		11.00	10.25	11.00	11.00
3286	**CO MEDICAL SERVICES PROG**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		1.00	1.00	0.00	0.00
00907	Accountant III	3/4	0.00	0.00	0.75	0.75
00914	Accounting Technician		1.00	1.00	1.00	1.00
00518	Acute Care Supervising Nurse		1.00	1.00	1.00	1.00
08903	Departmental Automation Specialist I	1/2				
08904	or Departmental Automation Specialist II	1/2				
08906	or Departmental Automation Specialist III	1/2	0.50	0.50	0.50	0.50
01539	Eligibility Technician I					
01540	or Eligibility Technician II					
01541	or Eligibility Technician III		3.00	3.00	3.00	3.00
00226	Health Agency Administrator I					
00227	or Health Agency Administrator II					
00228	or Health Agency Administrator III		1.00	1.00	1.00	1.00
00229	or Health Agency Administrator IV					
00540	Registered Nurse I					
00537	or Registered Nurse II		1.00	1.00	1.00	1.00
00911	Account Clerk					
00909	or Senior Account Clerk		4.00	4.00	4.00	4.00
	Subtotal		12.50	12.50	12.25	12.25
	Limited Permanent					
00905	Accountant I	1/4				
00906	or Accountant II	1/4				
00907	or Accountant III	1/4	0.00	0.25	0.25	0.25
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	0.50	0.00	0.00	0.00
	Department Totals		13.00	12.75	12.50	12.50
	Limited Permanent Expirations					
3330	**VETERANS SERVICES**					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
00866	Assistant Veterans Service Officer II		2.00	2.00	2.00	2.00
00252	Veterans Service Officer		1.00	1.00	1.00	1.00
	Department Totals		4.00	4.00	4.00	4.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
4000	**LIBRARY**					
00905	Accountant I					
00906	or Accountant II		1.00	0.00	1.00	1.00
00907	or Accountant III		0.00	1.00	0.00	0.00
02203	Administrative Assistant Series		24.00	23.00	23.00	23.00
02203	Administrative Assistant Series	3/4	1.50	1.50	1.50	1.50
02203	Administrative Assistant Series	1/2	5.50	5.50	5.50	5.50
08891	Administrative Services Officer I					
08892	or Administrative Services Officer II		1.00	1.00	1.00	1.00
01001	Assistant Library Director		1.00	1.00	1.00	1.00
01017	Chief Librarian		1.00	2.00	2.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II		1.00	0.00	0.00	0.00
08906	or Departmental Automation Specialist III					
01003	Librarian I					
01004	or Librarian II		12.00	12.00	12.00	12.00
01003	Librarian I	1/2	0.50	0.50	0.50	0.50
01004	or Librarian II	1/2	0.50	0.50	0.50	0.50
01011	Librarian III		5.00	4.00	4.00	4.00
01013	Library Assistant	1/2	2.00	2.00	2.00	2.00
01013	Library Assistant	1/4	0.25	0.25	0.25	0.25
00210	Library Director		1.00	1.00	1.00	1.00
01009	Library Driver Clerk I					
01010	or Library Driver Clerk II		3.00	3.00	3.00	3.00
04000	Library Manager		0.00	0.00	0.00	2.00
00911	Account Clerk					
00909	or Senior Account Clerk		1.00	1.00	1.00	1.00
01002	Supervising Librarian		1.00	1.00	1.00	1.00
01007	Supervising Library Assistant		7.00	8.00	8.00	8.00
01007	Supervising Library Assistant	3/4	0.75	0.75	0.75	0.75
	Department Totals		70.00	69.00	69.00	69.00
4030	**FARM ADVISOR**					
00813	4-H Program Assistant		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00
00927	Supervising Admin Clerk I		1.00	1.00	1.00	1.00
	Department Totals		4.00	4.00	4.00	4.00
4040	**DRINKING DRIVER PROGRAMS**					
02203	Administrative Assistant Series		2.00	2.00	2.00	2.00
08610	Drug & Alcohol Program Supervisor		1.00	0.00	0.00	0.00
08620	Drug & Alcohol Services Specialist I		9.00	9.00	9.00	9.00
08621	or Drug & Alcohol Services Specialist II		1.00	0.00	0.00	0.00
08622	or Drug & Alcohol Services Specialist III					
08623	or Drug & Alcohol Services Specialist IV					
00909	Senior Account Clerk		3.00	2.00	2.00	2.00
	Department Totals		16.00	13.00	13.00	13.00
4125	**PARKS**					
02203	Administrative Assistant Series		1.00	1.00	1.00	1.00
02203	Administrative Assistant Series	1/2	0.50	0.50	0.50	0.50
01203	Park Operations Coordinator		1.00	1.00	1.00	1.00
01223	Park Ranger Aide					
01222	or Park Ranger I					
01221	or Park Ranger II		16.00	16.00	16.00	16.00
01220	or Park Ranger III		7.00	7.00	7.00	7.00
01210	Park Ranger Specialist		3.00	3.00	3.00	3.00
01207	Parks Facilities Manager		1.00	1.00	1.00	0.00
01250	Parks Manager		0.00	0.00	0.00	1.00
01251	Parks Superintendent		0.00	0.00	0.00	2.00
01208	Parks Superintendent – Maintenance		1.00	1.00	1.00	0.00
01209	Parks Superintendent – Operations		1.00	1.00	1.00	0.00
00881	Environmental Specialist I					
00882	or Environmental Specialist II					
02800	or Planner I					
02801	or Planner II					
02802	or Planner III		1.00	1.00	1.00	1.00
02803	or Environmental Resource Specialist					
02804	or Principal Environmental Specialist					
09515	Senior Park Gate Attendant		1.00	1.00	1.00	1.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
4125	**PARKS - CONTINUED**					
00603	Senior Planner		1.00	1.00	1.00	1.00
01204	Supervising Park Ranger		4.00	4.00	4.00	4.00
	Department Totals		38.50	38.50	38.50	38.50
4161	**GOLF COURSES**					
01121	Equipment Mechanic I					
01120	or Equipment Mechanic II		2.00	2.00	2.00	2.00
01212	Golf Course Superintendent		1.00	1.00	1.00	1.00
01217	Golf Course Supervisor		2.00	2.00	2.00	2.00
01234	Greenskeeper		10.00	10.00	10.00	10.00
01233	Lead Greenskeeper		2.00	2.00	2.00	2.00
01210	Park Ranger Specialist		1.00	1.00	1.00	1.00
	Department Totals		18.00	18.00	18.00	18.00
6000	**MEDICAL SERVICES**					
00905	Accountant I					
00906	or Accountant II					
00907	or Accountant III		2.00	2.00	2.00	0.00
00514	Acute Care Pre-Licensed Nurse					
00515	or Acute Care Nurse I					
00516	or Acute Care Nurse II		2.00	2.00	1.00	0.00
00516	Acute Care Nurse II	1/2	0.00	0.00	0.50	0.00
02203	Administrative Assistant Series		11.00	11.00	9.00	0.00
02203	Administrative Assistant Series	3/4	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	1/2	3.50	3.50	3.00	0.00
08892	Administrative Services Officer II		2.00	2.00	2.00	0.00
00576	Clinical Laboratory Assistant I					
00577	or Clinical Laboratory Assistant II		8.00	5.00	0.00	0.00
00577	Clinical Laboratory Assistant II	1/2	0.50	0.00	0.00	0.00
00550	Clinical Laboratory Manager		1.00	1.00	0.00	0.00
00533	Clinical Nurse Specialist	3/4	0.75	0.75	0.75	0.00
02203	Administrative Assistant Series	3/4				
00983	or Data Entry Operator III	3/4	0.75	0.75	0.75	0.00
02011	Department Personnel Technician - Conf.		1.00	1.00	1.00	0.00
08903	Departmental Automation Specialist I					
08904	or Departmental Automation Specialist II					
08906	or Departmental Automation Specialist III		1.00	1.00	1.00	0.00
00554	Diagnostic Medical Sonographer	1/2	0.50	0.50	0.50	0.00
00600	Director of Pharmacy Services		1.00	1.00	1.00	0.00
00595	Hospital Attendant					
00595	Hospital Attendant	1/2				
00543	Licensed Vocational Nurse		3.00	3.00	3.00	0.00
00543	Licensed Vocational Nurse	3/4	0.75	0.00	0.00	0.00
00543	Licensed Vocational Nurse	1/4				
06002	Med Svcs-Dir of Business Services		1.00	1.00	1.00	0.00
00594	Medical Assistant		14.00	14.00	14.00	0.00
00594	Medical Assistant	1/4	0.25	0.25	0.25	0.00
00582	Medical Records Technician		2.00	2.00	2.00	0.00
00582	Medical Records Technician	1/2	0.50	0.50	0.50	0.00
00457	Nurse Practitioner/Physician's Assistant		3.00	3.00	3.00	0.00
08538	Patient Services Representative		5.00	5.00	5.00	0.00
00598	Pharmacist I					
00599	or Pharmacist II		2.00	2.00	2.00	0.00
00598	Pharmacist I	1/2				
00599	or Pharmacist II	1/2	0.50	0.50	0.50	0.00
00569	Pharmacy Technician Trainee					
03570	or Pharmacy Technician I					
03571	or Pharmacy Technician II		2.00	2.00	2.00	0.00
00569	Pharmacy Technician Trainee	1/2				
03570	or Pharmacy Technician I	1/2				
03571	or Pharmacy Technician II	1/2	0.50	0.50	0.50	0.00
00422	Public Health Aide I					
00423	or Public Health Aide II		1.00	1.00	1.00	0.00
00424	or Public Health Aide III					
01348	Public Health Nutritionist II	1/2	0.50	0.50	0.50	0.00
00558	Radiological Technologist II					
00557	or Radiological Technologist III		1.00	1.00	1.00	0.00
00540	Registered Nurse I					
00537	or Registered Nurse II		1.00	1.00	1.00	0.00

POSITION ALLOCATION BY DEPARTMENT

Class	Title	PT	Current	2004-05 Request	2004-05 Recommended	2004-05 Adopted
6000	**MEDICAL SERVICES - CONTINUED**					
00545	Respiratory Care Practitioner	1/2	0.50	0.50	0.50	0.00
00884	Secretary II		1.00	1.00	1.00	0.00
00909	Senior Account Clerk		5.00	5.00	4.00	0.00
00911	Account Clerk	1/2				
00909	or Senior Account Clerk	1/2	1.00	1.00	0.50	0.00
00596	Clinical Lab Technologist - Temp Licensed					
00552	or Clinical Laboratory Technologist					
00551	or Senior Clinical Laboratory Technologist		3.00	3.00	0.00	0.00
00551	Senior Clinical Laboratory Technologist	1/4	0.25	0.25	0.00	0.00
00949	Medical Transcriber					
00945	or Senior Medical Transcriber		1.00	1.00	1.00	0.00
00949	Medical Transcriber	1/2				
00945	or Senior Medical Transcriber	1/2	1.50	1.50	1.50	0.00
00555	Senior Pharmacist		1.00	1.00	1.00	0.00
06010	Senior Radiological/Ultrasound Technologist		1.00	1.00	1.00	0.00
00585	Senior Respiratory Care Practitioner		1.00	1.00	1.00	0.00
00927	Supervising Admin Clerk I					
00597	Supervising Clinical Lab Technologist		4.00	4.00	0.00	0.00
	Department Totals		94.00	89.75	72.00	0.00

COUNTY OFFICERS AND DEPARTMENT HEADS
2004-2005 SALARY SCHEDULE*

Elected Officials	Annual Salary
Supervisor	$ 68,676
Assessor	130,308
Auditor-Controller	130,308
County Clerk-Recorder	113,308
Treasurer-Tax Collector-Pub. Administrator	130,308
District Attorney	156,792
Sheriff-Coroner	151,740

	Annual Salary		
Appointed Department Heads	Minimum	-	Maximum
Ag Commissioner/Sealer of Weights & Measures	$ 91,080	-	110,700
Chief Information Officer	107,556	-	130,752
Chief Probation Officer	99,564	-	121,020
County Administrative Officer	149,340	-	181,548
County Counsel	128,276	-	156,792
County Social Services Director	110,424	-	134,220
Director of Behavioral Health Services	110,424	-	134,220
Director of Child Support Services	107,436	-	130,584
Director of Planning/Building	102,000	-	123,972
Director of Public Health/Health Officer	131,016	-	159,264
Director of Public Works and Transportation	116,856	-	142,044
General Services Director	104,734	-	127,296
Library Director	84,900	-	103,188
Personnel Director	101,508	-	123,360
Veterans Service Officer	75,300	-	91,536

*These salaries, as well as the salary schedule on the pages that follow; reflect the 2003-2004 rates known as of the date of preparation of this document, April 2004. For the most current salary information, contact the County Personnel Department.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2004-2005

1. Retirement. The County operates its own independent retirement plan. Participation in the plan is mandatory for all employees except elected officials. The County sold Pension Obligation Bonds during 2003-2004. The County's share of the retirement contribution based upon salaries including the percentages associated with the 2003-2004 POB is:

	2003/04	POB 2003/04
Attorneys, Management and Confidential	13.96 %	3.63 %
Public Services, Clerical and Supervisory	11.36	3.63
Trades, Crafts and Services	11.36	3.63
Probation Management	11.88	3.59
Probation Officers	8.22	3.59
Law Enforcement Safety	14.29	2.34
Law Enforcement Non-safety	7.92	3.63

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2004-2005

Additionally, the County pays a portion of the employee's retirement contribution:

	2002/03	2003/04
Elected Officials	13.55 %	13.55 %
Attorneys, Management and Confidential	9.29	9.29
Law Enforcement, Safety	7.00	7.00
Law Enforcement Non-Safety	4.20	4.20
District Attorney Investigators	7.20	7.20
Public Services, Clerical and Supervisory	5.74	5.74
Trades, Crafts and Services	7.37	7.37
Probation Officers	5.74	5.74

2. Workers' Compensation. The County's Workers' Compensation program is self-insured. Workers' Compensation is charged to departments to maintain adequate reserves and is based upon job classification and departmental experience. Upon adoption of the 2004-2005 final budget, the following rates will become effective based on $100.00 of payroll for each department:

RISK EXPOSURE:

Code	Classification	Exposure Rate
2	Police	$ 3.98
3	Clerical	.40
5	Institutional	1.84
7	County-Other	1.75
8	County-Manual	4.48
9	Roads	3.13

LOSS EXPOSURE:

Department	Experience Factor	Department	Experience Factor
Administrative Office	3.72	Agricultural Comm.	3.38
Auditor-Controller	8.51	Planning & Building	2.71
Treasurer-Tax Collector	22.24	Animal Services	13.50
Assessor	1.42	Public Works	3.96
County Counsel	1.01	Public Health	2.26
Personnel	12.67	Mental Health	3.14
Pension Trust	1.00	Drug & Alcohol Services	2.48
General Services	2.59	Air Pollution Control	1.31
Information Technology	2.14	Law Library	1.00
Courts	6.68	Social Services	5.44
Clerk-Recorder	1.25	Veterans Services	1.00
Board of Supervisors	1.15	Library	7.03
District Attorney	2.56	Farm Advisor	1.63
Child Support Services	7.23	Sheriff-Coroner	2.19
Victim Witness	1.01	Medical Services	8.04
Probation	3.32		

3. Social Security. The County matches the employees' contribution to Social Security. The 2004 calendar year rate is 6.20% on maximum wages of $87,900. The County also matches the employee's contribution to Medicare. The 2004 calendar year rate is 1.45% of total Medicare wages (no maximum).

4. Disability Insurance. The County provides a long-term disability insurance for all attorneys, management, District Attorney Investigators and confidential employees. The premium rates for 2003-2004 will be .53% of gross salary to a maximum monthly gross of $13,000.

MAJOR COUNTY PAID EMPLOYEE BENEFITS FOR FISCAL YEAR 2004-2005

5. Unemployment. The County's unemployment insurance program is self-insured. Unemployment is charged to departments to maintain adequate reserves. Upon adoption of the 2004-2005 final budget, the rate will remain at .001% of gross salary.

6. Life Insurance. The County provides $30,000 term life insurance coverage to all District Attorney (DA) Investigators, attorneys, management and confidential employees at a cost of $6.90 per month. General managers and department heads receive $50,000 coverage at a cost of $11.50 per month.

7. Health, Vision and Dental Insurance. The County offers health insurance coverage through the Public Employees' Retirement System (PERS). Additionally, we offer two dental plans and a vision plan.

   County contributions to the health, dental and vision plans are as follows:

	Monthly Contribution per employee
Attorneys, Management and Confidential	$ 706.00
Public Services, Clerical and Supervisory	509.00
Probation Officers	509.00
Trades, Crafts, and Services	481.26
District Attorney Investigators	290.00
Deputy Sheriffs Association	325.00
Management Law Enforcement	350.00
Dispatchers	359.50

8. Vacation. Permanent employees who have passed their probationary period accrue vacation as follows:

Years of Service	Vacation Days/Year
Beginning of service to end of fourth year	10
Beginning of fifth year to end of ninth year	15
Over ten years of service	20

   Employees must complete their first probationary period before taking any vacation time off. Vacation payoffs at the time of termination are limited to thirty (30) or forty (40) days, depending on the bargaining unit.

9. Sick Leave. Permanent employees accrue twelve (12) days sick leave for each year of service. The bargaining units and unrepresented groups can accrue sick leave up to specified maximums. Employees with more than five years of service (10 years for law enforcement) are paid for one half of their accrued sick leave, to a maximum of 90 days, upon termination.

10. Holidays. Legal holidays are designated by the Board of Supervisors with county ordinance and agreements with the unions. The majority of permanent employees are entitled to twelve (12) paid holidays and one (1) paid personal leave day per fiscal year. The remainder of the permanent employees are entitled to thirteen (13) holidays per fiscal year.

11. Compensatory Time Off. Employees may earn one and one-half hours of compensatory time off (CTO) for each hour worked in lieu of being paid overtime according the Fair Labor Standards Act (FLSA) and Memorandum of Understanding (MOU). Public services, clerical and supervisory employees, confidential employees, DA investigators and dispatchers may accrue up to 120 hours of CTO. Trades, Crafts and Services, law enforcement and fire employees may accrue up to 90 hours. Employees are paid for their accrued CTO upon termination.

12. Administrative Leave. General management employees are allowed six days of administrative leave each fiscal year. Attorneys, operations and staff management are allowed four days each fiscal year. Confidential employees are allowed three days each fiscal year. There is no carry-over of unused administrative leave into subsequent fiscal years. Employees are not paid for unused administrative leave upon termination.

13. Annual Leave. Employees who work in designated 24-hour facilities may elect to participate in the annual leave program, which allows the employees to accrue holidays and utilize them as paid time off. Annual leave must be used prior to vacation. Employees are paid for their accrued annual leave upon termination to a maximum of twelve (12) days.

14. Voluntary Time Off Program. Employees represented by the County Employees Association, Trades, Crafts and Services unit, DSA, management law enforcement, attorney units, management and confidential units may take leave without pay, but will continue to accrue leave, retirement and service credits as if they were in a paid work status. VTO use is limited to 120 hours per fiscal year. Employees in a leave without pay status are not eligible for the VTO program.

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00911	ACCOUNT CLERK	1217	13	2,109.47	2,563.60
00912	ACCOUNT CLERK-CONFIDENTIAL	1233	11	2,137.20	2,598.27
00905	ACCOUNTANT I	1908	07	3,307.20	4,017.87
00906	ACCOUNTANT II	2290	07	3,969.33	4,825.60
00907	ACCOUNTANT III	2807	07	4,865.47	5,912.40
00713	ACCOUNTANT-AUDITOR I	1908	07	3,307.20	4,017.87
00714	ACCOUNTANT-AUDITOR II	2290	07	3,969.33	4,825.60
00715	ACCOUNTANT-AUDITOR III	3101	07	5,375.07	6,534.67
02051	ACCOUNTANT-AUDITOR TRAINEE	1714	07	2,970.93	3,612.27
02050	ACCOUNTING SYSTEMS AIDE-CONF	1813	11	3,142.53	3,820.27
00916	ACCOUNTING SYSTEMS ANALYST I	2813	07	4,875.87	5,928.00
00915	ACCOUNTING SYSTEMS ANALYST II	3122	07	5,411.47	6,578.00
00914	ACCOUNTING TECHNICIAN	1553	13	2,691.87	3,274.27
00913	ACCOUNTING TECHNICIAN-CONF	1577	11	2,733.47	3,322.80
00514	ACUTE CARE PRE-LICENSED NURSE	1842	01	3,192.80	3,882.67
00515	ACUTE CARE REGISTERED NURSE I	2186	01	3,789.07	4,607.20
00516	ACUTE CARE REGISTERED NURSE II	2370	01	4,108.00	4,993.73
00518	ACUTE CARE SUPERVISING NURSE	2902	05	5,030.13	6,113.47
08887	ADMIN ANALYST AIDE-CONF.	1814	11	3,144.27	3,822.00
08884	ADMIN ANALYST I	2288	07	3,965.87	4,818.67
08883	ADMIN ANALYST II	2650	07	4,593.33	5,583.07
08882	ADMIN ANALYST III	3101	07	5,375.07	6,534.67
08795	ADMIN SERVICES MANAGER	3101	07	5,375.07	6,534.67
08891	ADMIN SERVICES OFFICER I	1908	07	3,307.20	4,017.87
08892	ADMIN SERVICES OFFICER II	2290	07	3,969.33	4,825.60
08893	ADMIN SERVICES OFFICER III	3101	07	5,375.07	6,534.67
02204	ADMINISTRATIVE ASST AIDE	1012	13	1,754.13	2,133.73
02220	ADMINISTRATIVE ASST AIDE-CONF	1039	11	1,800.93	2,189.20
02201	ADMINISTRATIVE ASST I	1114	13	1,930.93	2,348.67
02221	ADMINISTRATIVE ASST I-CONF	1142	11	1,979.47	2,405.87
02202	ADMINISTRATIVE ASST II	1226	13	2,125.07	2,582.67
02222	ADMINISTRATIVE ASST II-CONF	1257	11	2,178.80	2,648.53
02203	ADMINISTRATIVE ASST III	1350	13	2,340.00	2,844.40
02223	ADMINISTRATIVE ASST III-CONF	1383	11	2,397.20	2,913.73
00201	AGR COMM/SEALER WTS & MEASURES	4379	09	7,590.27	9,224.80
00791	AGR MEASUREMENT STDS TECH I	1613	01	2,795.87	3,399.07
00792	AGR MEASUREMENT STDS TECH II	1759	01	3,048.93	3,705.87
00819	AGRICULTURAL INSP/BIOLGIST III	2199	01	3,811.60	4,631.47
00817	AGRICULTURAL INSP/BIOLOGIST I	1759	01	3,048.93	3,705.87
00818	AGRICULTURAL INSP/BIOLOGIST II	1944	01	3,369.60	4,095.87
00816	AGRICULTURAL INSP/BIOLOGIST TR	1613	01	2,795.87	3,399.07
02730	AGRICULTURAL RESOURCE SPEC	2532	01	4,388.80	5,336.93
00222	AIDS PROGRAM COORD	2290	07	3,969.33	4,825.60
00832	AIR POLLUTION CONTROL ENG I	2362	01	4,094.13	4,976.40
00829	AIR POLLUTION CONTROL ENG II	2649	01	4,591.60	5,579.60
00841	AIR POLLUTION CONTROL ENG III	2876	01	4,985.07	6,061.47
03093	AIR POLLUTION CONTROL OFFICER	4456	09	7,723.73	9,389.47
00835	AIR QUALITY SPECIALIST I	1883	01	3,263.87	3,967.60
00836	AIR QUALITY SPECIALIST II	2125	01	3,683.33	4,477.20
00839	AIR QUALITY SPECIALIST III	2447	01	4,241.47	5,154.93
00834	AIR QUALITY SPECIALIST TRAINEE	1722	01	2,984.80	3,627.87
01403	AIRPORT OPERATIONS SUPERVISOR	2116	05	3,667.73	4,459.87
01406	AIRPORTS MAINTENANCE WORKER	1579	02	2,736.93	3,326.27
00852	AIRPORTS MANAGER	3410	07	5,910.67	7,184.67
01402	AIRPORTS OPERATION SPECIALIST	1791	01	3,104.40	3,775.20
01422	ANIMAL CONTROL LEAD OFFICER	1647	05	2,854.80	3,468.40

Job Class Listing by Title

Job				Monthly Salary	
Class	Title	Range	BU	Step 1	Step 5
01417	ANIMAL CONTROL OFFICER	1404	01	2,433.60	2,957.07
00219	ANIMAL SVCS HUMANE EDUCATOR	1359	01	2,355.60	2,863.47
01410	ANIMAL SVCS MANAGER (NON-VET)	2839	07	4,920.93	5,981.73
01411	ANIMAL SVCS MANAGER (VET)	3410	07	5,910.67	7,184.67
03090	APCD COMPUTER SYS ANALYST I	2232	07	3,868.80	4,702.53
03091	APCD COMPUTER SYS ANALYST II	2679	07	4,643.60	5,645.47
03092	APCD COMPUTER SYS ANALYST III	2975	07	5,156.67	6,267.73
03094	APCD FISCAL/ADMIN SVCS MGR	3101	07	5,375.07	6,534.67
00711	APPRAISER I	1830	01	3,172.00	3,856.67
00709	APPRAISER II	2119	01	3,672.93	4,465.07
00707	APPRAISER III	2312	01	4,007.47	4,870.67
00718	APPRAISER TRAINEE	1592	01	2,759.47	3,355.73
01238	AQUATICS COORDINATOR	1158	00	2,007.20	2,440.53
00620	ARCHITECTURAL SUPERVISOR	3020	05	5,234.67	6,364.80
00624	ARCHITECTURAL TECHNICIAN	1602	01	2,776.80	3,374.80
00941	ASSESSMENT ANALYST I	2288	07	3,965.87	4,818.67
00942	ASSESSMENT ANALYST II	2650	07	4,593.33	5,583.07
00943	ASSESSMENT ANALYST III	3101	07	5,375.07	6,534.67
08894	ASSESSMENT ANALYST TRAINEE	1420	01	2,461.33	2,991.73
00658	ASSESSMENT TECH SUPERVISOR	1928	05	3,341.87	4,061.20
00894	ASSESSMENT TECHNICIAN I	1155	01	2,002.00	2,435.33
00895	ASSESSMENT TECHNICIAN II	1350	01	2,340.00	2,844.40
00896	ASSESSMENT TECHNICIAN III	1475	01	2,556.67	3,106.13
00897	ASSESSMENT TECHNICIAN IV	1666	01	2,887.73	3,508.27
00101	ASSESSOR	5154	10	10,859.33	10,859.33
00615	ASSOCIATE CAPITAL PROJ COORD	2533	01	4,390.53	5,338.67
00623	ASSOCIATE REAL PROPERTY AGENT	2353	01	4,078.53	4,959.07
08798	ASST ADMINISTRATIVE OFFICER	4915	09	8,519.33	10,356.67
00801	ASST AGRICULTURAL COMM	3533	07	6,123.87	7,446.40
01401	ASST AIRPORTS MANAGER	3101	07	5,375.07	6,534.67
00701	ASST ASSESSOR	3991	08	6,917.73	8,410.13
00900	ASST AUDITOR-CONTROLLER	4190	08	7,262.67	8,829.60
01699	ASST BUILDING OFFICIAL	3139	07	5,440.93	6,614.40
00613	ASST CAPITAL PROJ COORD	2104	01	3,646.93	4,432.13
02253	ASST CHIEF INFORMATION OFFICER	4086	08	7,082.40	8,609.47
00329	ASST CHIEF PROBATION OFFICER	3784	08	6,558.93	7,973.33
00303	ASST COUNTY COUNSEL	5170	08	8,961.33	10,892.27
00390	ASST DIRECTOR-GENERAL SERVICES	4032	08	6,988.80	8,495.07
00391	ASST DIRECTOR-PLANNING AND BLD	3885	08	6,734.00	8,184.80
00392	ASST DISTRICT ATTORNEY	5170	08	8,961.33	10,892.27
01001	ASST LIBRARY DIRECTOR	3020	07	5,234.67	6,364.80
08534	ASST MENTAL HEALTH ADMIN	3101	07	5,375.07	6,534.67
00654	ASST PLANNING DIRECTOR	3885	08	6,734.00	8,184.80
00622	ASST REAL PROPERTY AGENT	2029	01	3,516.93	4,274.40
00393	ASST TREAS/TAX COLL/PUB ADMIN	3991	08	6,917.73	8,410.13
00868	ASST VETERANS SERVICE OFF I	1525	01	2,643.33	3,211.87
00866	ASST VETERANS SERVICE OFF II	1745	01	3,024.67	3,676.40
09624	ASST WATER SYS SUPERINTENDENT	2395	05	4,151.33	5,047.47
00712	AUDITOR-APPRAISER I	1908	07	3,307.20	4,017.87
00710	AUDITOR-APPRAISER II	2290	07	3,969.33	4,825.60
00708	AUDITOR-APPRAISER III	3101	07	5,375.07	6,534.67
00723	AUDITOR-APPRAISER TRAINEE	1534	01	2,658.93	3,234.40
00102	AUDITOR-CONTROLLER	5154	10	10,859.33	10,859.33
09653	AUTO MECHANIC I	1762	02	3,054.13	3,712.80
09654	AUTO MECHANIC II	1852	02	3,210.13	3,901.73
01328	AUTOMOTIVE SERVICE WORKER	1304	02	2,260.27	2,745.60

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
03071	BEHAVIORAL HEALTH ADMINISTRATR	5044	09	8,742.93	10,627.07
00265	BOARD OF CONSTRUCTION APPEALS	0515	00	892.67	1,085.07
01601	BUILDING INSPECTOR I	1821	01	3,156.40	3,835.87
01602	BUILDING INSPECTOR II	2088	01	3,619.20	4,399.20
01603	BUILDING INSPECTOR III	2309	01	4,002.27	4,863.73
01301	BUILDING MAINT SUPT	2822	07	4,891.47	5,945.33
01701	BUILDING PLANS EXAMINER I	2309	01	4,002.27	4,863.73
01702	BUILDING PLANS EXAMINER II	2533	01	4,390.53	5,338.67
01703	BUILDING PLANS EXAMINER III	2737	01	4,744.13	5,766.80
01304	BUILDINGS FACILITIES MANAGER	3424	07	5,934.93	7,214.13
01327	BUS DRIVER	1237	02	2,144.13	2,606.93
02181	BUYER I	1620	01	2,808.00	3,412.93
02182	BUYER II	1867	01	3,236.13	3,932.93
00671	CADASTRAL MAPPING SYS SPEC I	1633	01	2,830.53	3,442.40
00672	CADASTRAL MAPPING SYS SPEC II	1931	01	3,347.07	4,068.13
00673	CADASTRAL MAPPING SYS SPEC III	2315	01	4,012.67	4,879.33
00675	CADASTRAL MAPPING SYS SUPV	2681	05	4,647.07	5,648.93
00341	CAL ID PROGRAM COORDINATOR	3122	07	5,411.47	6,578.00
00635	CAPITAL PROJECTS INSPECTOR	2533	01	4,390.53	5,338.67
00332	CAPTAIN	4715	15	8,172.67	9,935.47
00891	CHIEF ACCOUNTANT	3620	07	6,274.67	7,628.40
00704	CHIEF APPRAISER	3620	07	6,274.67	7,628.40
00629	CHIEF BUILDING OFFICIAL	3565	08	6,179.33	7,510.53
02555	CHIEF DEP CLK OF BD/CO CLK DIV	2116	05	3,667.73	4,459.87
00310	CHIEF DEPUTY COUNTY COUNSEL	4848	07	8,403.20	10,214.53
00270	CHIEF DEPUTY DISTRICT ATTORNEY	4848	07	8,403.20	10,214.53
02556	CHIEF DEPUTY RECORDING DIV	2116	05	3,667.73	4,459.87
00802	CHIEF DEPUTY-AGR COMMISSIONER	3533	07	6,123.87	7,446.40
00823	CHIEF DEPUTY-SEALER WTS & MEAS	3354	07	5,813.60	7,066.80
09648	CHIEF DIST ATTY INVESTIGATOR	4720	07	8,181.33	9,944.13
00892	CHIEF FINANCIAL MANAGER	3388	07	5,872.53	7,137.87
02250	CHIEF INFORMATION OFFICER	5171	09	8,963.07	10,895.73
00903	CHIEF INTERNAL AUDITOR	3388	07	5,872.53	7,137.87
01017	CHIEF LIBRARIAN	2853	07	4,945.20	6,011.20
00578	CHIEF OF ASSESSMENT STANDARDS	3620	07	6,274.67	7,628.40
00213	CHIEF PROB OFFICER	4787	09	8,297.47	10,084.53
00214	CHIEF PROSECUTOR	5170	08	8,961.33	10,892.27
02901	CHIEF WATER TRT PLANT OPER-GR3	2173	05	3,766.53	4,579.47
02902	CHIEF WATER TRT PLANT OPER-GR4	2348	05	4,069.87	4,945.20
00389	CHILD SUPPORT OMBUDSPERSON	2650	07	4,593.33	5,583.07
00388	CHILD SUPPORT PROGRAM MANAGER	3101	07	5,375.07	6,534.67
02903	CIVIL ENGINEERING TECH AIDE	1633	01	2,830.53	3,442.40
00648	CIVIL ENGINEERING TECH I	2036	01	3,529.07	4,290.00
00650	CIVIL ENGINEERING TECH II	2331	01	4,040.40	4,912.27
00652	CIVIL ENGINEERING TECH III	2675	01	4,636.67	5,635.07
02552	CLERK-RECORDER ASSISTANT II	1456	13	2,523.73	3,066.27
02553	CLERK-RECORDER ASSISTANT III	1541	13	2,671.07	3,246.53
02554	CLERK-RECORDER ASSISTANT IV	1704	05	2,953.60	3,589.73
00550	CLINICAL LAB MANAGER	2737	07	4,744.13	5,766.80
00596	CLINICAL LAB TECH'GST-TEMP LIC	1619	01	2,806.27	3,411.20
00552	CLINICAL LAB TECHNOLOGIST	2005	01	3,475.33	4,224.13
00576	CLINICAL LABORATORY ASST I	1109	01	1,922.27	2,334.80
00577	CLINICAL LABORATORY ASST II	1267	01	2,196.13	2,669.33
00533	CLINICAL NURSE SPECIALIST	2862	01	4,960.80	6,030.27
03501	COLLECTIONS OFFICER I	1654	01	2,866.93	3,485.73
03502	COLLECTIONS OFFICER II	1737	01	3,010.80	3,660.80

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
09632	COMM DISEASE INVESTIGATOR	1691	01	2,931.07	3,563.73
00260	COMMISSIONER, CIVIL SERV.	0515	00	892.67	1,085.07
09679	COMMUNICATIONS AIDE	1377	01	2,386.80	2,901.60
09677	COMMUNICATIONS MANAGER	3272	07	5,671.47	6,893.47
00959	COMMUNICATIONS TECHNICIAN I	1975	01	3,423.33	4,161.73
00958	COMMUNICATIONS TECHNICIAN II	2219	01	3,846.27	4,674.80
00420	COMMUNITY HEALTH NURSE	2341	01	4,057.73	4,933.07
00427	COMMUNITY SERVICE AIDE	1017	01	1,762.80	2,142.40
01715	COMP OPER SUPERVISOR-CONF	2672	11	4,631.47	5,629.87
00970	COMPUTER SYST TECH AIDE-CONF	1257	11	2,178.80	2,648.53
00987	COMPUTER SYST TECH I-CONF	1505	11	2,608.67	3,170.27
00988	COMPUTER SYST TECH II-CONF	1673	11	2,899.87	3,525.60
01989	COMPUTER SYST TECH III CONF	1924	11	3,334.93	4,052.53
09999	CONTRACT EMPLOYEE	0515	00	892.67	1,085.07
01341	COOK I	1200	01	2,080.00	2,527.20
01340	COOK II	1443	01	2,501.20	3,042.00
01350	COOK III	1551	01	2,688.40	3,269.07
00527	CORRECTIONAL NURSE I	2047	01	3,548.13	4,310.80
00528	CORRECTIONAL NURSE II	2370	01	4,108.00	4,993.73
00524	CORRECTIONAL NURSE SUPERVISOR	2902	05	5,030.13	6,113.47
00346	CORRECTIONAL TECHNICIAN	1498	13	2,596.53	3,158.13
00205	COUNTY ADMINISTRATIVE OFFICER	7180	09	12,445.33	15,128.53
00108	COUNTY CLERK-RECORDER	4480	10	9,438.00	9,438.00
00302	COUNTY COUNSEL	6201	09	10,748.40	13,065.87
00512	COUNTY PHYSICIAN	2893	00	5,014.53	6,097.87
01501	COUNTY SOCIAL SERVICES DIR	5309	09	9,202.27	11,185.20
02571	COURT STUDENT INTERN TRAINEE	0675	00	1,170.00	1,421.33
00350	CRIME PREVENTION SPECIALIST	2190	21	3,796.00	4,615.87
00410	CROSS CONNECTION INSPECTOR	2086	01	3,615.73	4,395.73
01335	CUSTODIAN	1238	02	2,145.87	2,608.67
08615	D & A SVCS CLINICAL PRG MGR	3117	07	5,402.80	6,567.60
00983	DATA ENTRY OPERATOR III	1418	13	2,457.87	2,986.53
00982	DATA ENTRY OPERATOR III-CONF	1440	11	2,496.00	3,033.33
00280	DEPARTMENT ADMINISTRATOR	3620	07	6,274.67	7,628.40
08903	DEPARTMENTAL AUTOMA SPEC I	1931	01	3,347.07	4,068.13
08904	DEPARTMENTAL AUTOMA SPEC II	2315	01	4,012.67	4,879.33
08906	DEPARTMENTAL AUTOMA SPEC III	2684	01	4,652.27	5,654.13
02011	DEPT PERSONNEL TECH-CONF	1477	11	2,560.13	3,113.07
02010	DEPT PERSONNEL TECHNICIAN	1456	13	2,523.73	3,066.27
00804	DEPUTY AGRICULTURAL COMM	2735	05	4,740.67	5,763.33
00901	DEPUTY AUDITOR-CONTROLLER	3991	08	6,917.73	8,410.13
00319	DEPUTY CHIEF PROBATION OFFICER	3784	08	6,558.93	7,973.33
02040	DEPUTY COUNTY ADMIN OFFICER	4915	09	8,519.33	10,356.67
00313	DEPUTY COUNTY COUNSEL I	2669	12	4,626.27	5,621.20
00317	DEPUTY COUNTY COUNSEL II	3090	12	5,356.00	6,510.40
00318	DEPUTY COUNTY COUNSEL III	3575	12	6,196.67	7,533.07
00312	DEPUTY COUNTY COUNSEL IV	4475	12	7,756.67	9,429.33
03002	DEPUTY COUNTY HEALTH OFFICER	5669	08	9,826.27	11,944.40
00662	DEPUTY DIR-ADMIN-PUB WKS/T	4548	08	7,883.20	9,581.87
00663	DEPUTY DIR-ENG SVCS-PUB WRKS/T	4548	08	7,883.20	9,581.87
00854	DEPUTY DIR-GENERAL SERVICES	4032	08	6,988.80	8,495.07
09514	DEPUTY DIR-SOCIAL SERVICES	4203	08	7,285.20	8,855.60
00308	DEPUTY DISTRICT ATTORNEY I	2669	04	4,626.27	5,621.20
00309	DEPUTY DISTRICT ATTORNEY II	3090	04	5,356.00	6,510.40
00311	DEPUTY DISTRICT ATTORNEY III	3575	04	6,196.67	7,533.07
00314	DEPUTY DISTRICT ATTORNEY IV	4475	04	7,756.67	9,429.33

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
00324	DEPUTY PROBATION OFFICER I	1698	31	2,943.20	3,577.60
00323	DEPUTY PROBATION OFFICER II	2041	31	3,537.73	4,300.40
00719	DEPUTY REGISTRAR OF VOTERS	3101	07	5,375.07	6,534.67
00338	DEPUTY SHERIFF	2492	03	4,319.47	5,250.27
00855	DEPUTY TREASURER/TAX COLLECTOR	3991	08	6,917.73	8,410.13
00554	DIAGNOSTIC MED SONOGRAPHER	2073	01	3,593.20	4,368.00
03070	DIRECTOR OF BEHAV HEALTH SVCS	5309	09	9,202.27	11,185.20
00256	DIRECTOR OF CHILD SUPPORT SVCS	5165	09	8,952.67	10,881.87
08596	DIRECTOR OF DRUG & ALC SVCS	4234	07	7,338.93	8,919.73
08401	DIRECTOR OF ENVIR HEALTH	4234	07	7,338.93	8,919.73
00509	DIRECTOR OF HEALTH PROMO SVCS	2650	07	4,593.33	5,583.07
00412	DIRECTOR OF P.H. NURSING	3317	07	5,749.47	6,988.80
00600	DIRECTOR OF PHARMACY SERVICES	4288	07	7,432.53	9,032.40
00237	DIRECTOR OF PLANNING/BUILDING	4904	09	8,500.27	10,330.67
03000	DIRECTOR OF PUB HLTH/HLTH OFF	6299	09	10,918.27	13,272.13
00245	DIRECTOR OF PUBLIC WORKS/TRANS	5618	09	9,737.87	11,836.93
09645	DIST ATTY INVESTIGATOR I	2712	06	4,700.80	5,714.80
09646	DIST ATTY INVESTIGATOR II	3103	06	5,378.53	6,538.13
09647	DIST ATTY INVESTIGATOR III	3391	06	5,877.73	7,144.80
00105	DISTRICT ATTORNEY	6201	10	13,065.87	13,065.87
02052	DIV MGR-AUDITOR CONTROLLER	3991	08	6,917.73	8,410.13
00681	DIV MGR-BUILDING(CHF BLD OFCL)	3565	08	6,179.33	7,510.53
00682	DIV MGR-CHILD SUPPORT SERVICES	3101	07	5,375.07	6,534.67
00684	DIV MGR-DISTRICT ATTORNEY	2977	07	5,160.13	6,271.20
00690	DIV MGR-PLANNING	3235	07	5,607.33	6,815.47
00691	DIV MGR-PROBATION	3122	07	5,411.47	6,578.00
00693	DIV MGR-SOCIAL SERVICES	3395	07	5,884.67	7,153.47
00694	DIV MGR-UTILITIES	3773	07	6,539.87	7,949.07
08610	DRUG & ALCOHOL PROGRAM SUPV	2438	05	4,225.87	5,135.87
08620	DRUG & ALCOHOL SVCS SPEC I	1601	01	2,775.07	3,373.07
08621	DRUG & ALCOHOL SVCS SPEC II	1856	01	3,217.07	3,908.67
08622	DRUG & ALCOHOL SVCS SPEC III	2043	01	3,541.20	4,303.87
08623	DRUG & ALCOHOL SVCS SPEC IV	2257	01	3,912.13	4,756.27
08606	DRUG & ALCOHOL WORKER AIDE	1087	01	1,884.13	2,289.73
08607	DRUG & ALCOHOL WORKER I	1387	01	2,404.13	2,920.67
08608	DRUG & ALCOHOL WORKER II	1521	01	2,636.40	3,204.93
00380	ECONOMIC CRIME OFFICER I	1538	01	2,665.87	3,241.33
00381	ECONOMIC CRIME OFFICER II	1695	01	2,938.00	3,570.67
00382	ECONOMIC CRIME OFFICER III	1780	01	3,085.33	3,749.20
00383	ECONOMIC CRIME TECHNICIAN I	1561	01	2,705.73	3,288.13
00384	ECONOMIC CRIME TECHNICIAN II	1639	01	2,840.93	3,452.80
00356	ECONOMIC CRIME UNIT COORD	2977	07	5,160.13	6,271.20
01539	ELIGIBILITY TECHNICIAN I	1376	01	2,385.07	2,899.87
01540	ELIGIBILITY TECHNICIAN II	1497	01	2,594.80	3,156.40
01541	ELIGIBILITY TECHNICIAN III	1659	01	2,875.60	3,494.40
00844	EMERGENCY SERV COORD I	2288	07	3,965.87	4,818.67
00845	EMERGENCY SERV COORD II	2650	07	4,593.33	5,583.07
00846	EMERGENCY SERV COORD III	3101	07	5,375.07	6,534.67
01544	EMPLOYMENT/RESOURCE SPEC I	1376	01	2,385.07	2,899.87
01545	EMPLOYMENT/RESOURCE SPEC II	1497	01	2,594.80	3,156.40
01546	EMPLOYMENT/RESOURCE SPEC III	1659	01	2,875.60	3,494.40
01547	EMPLOYMENT/RESOURCE SPEC IV	1773	01	3,073.20	3,737.07
01550	EMPLOYMENT/SERVICES SUPERVISOR	1958	05	3,393.87	4,125.33
00641	ENGINEER I	2238	01	3,879.20	4,716.40
00640	ENGINEER II	2563	01	4,442.53	5,399.33
00634	ENGINEER III	2918	01	5,057.87	6,148.13

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
00633	ENGINEER IV	3346	05	5,799.73	7,049.47
00632	ENGINEER V	3773	07	6,539.87	7,949.07
01124	ENGINEERING EQUIPMENT MANAGER	2792	07	4,839.47	5,884.67
00877	ENVIR COORDINATOR	3620	07	6,274.67	7,628.40
02904	ENVIR DIVISION MANAGER	3620	07	6,274.67	7,628.40
08406	ENVIR HEALTH AIDE	1466	01	2,541.07	3,088.80
08413	ENVIR HEALTH SPECIALIST I	1912	01	3,314.13	4,028.27
08414	ENVIR HEALTH SPECIALIST II	2194	01	3,802.93	4,622.80
08415	ENVIR HEALTH SPECIALIST III	2420	01	4,194.67	5,097.73
02803	ENVIR RESOURCE SPECIALIST	2532	01	4,388.80	5,336.93
00882	ENVIR SPECIALIST II	2454	28	4,253.60	5,170.53
00437	EPIDEMIOLOGIST	2875	07	4,983.33	6,058.00
01121	EQUIPMENT MECHANIC I	1797	02	3,114.80	3,785.60
01120	EQUIPMENT MECHANIC II	1960	02	3,397.33	4,128.80
01123	EQUIPMENT SERVICE WORKER	1338	02	2,319.20	2,818.40
01314	FACILITY MAINT MECHANIC I	1455	02	2,522.00	3,064.53
01316	FACILITY MAINT MECHANIC II	1579	02	2,736.93	3,326.27
01315	FACILITY MAINT MECHANIC III	1896	02	3,286.40	3,997.07
09621	FAMILY SUPPORT OFFICER I	1538	01	2,665.87	3,241.33
09622	FAMILY SUPPORT OFFICER II	1695	01	2,938.00	3,570.67
09682	FAMILY SUPPORT OFFICER III	1780	01	3,085.33	3,749.20
00780	FINANCIAL ANALYST I	1908	07	3,307.20	4,017.87
00781	FINANCIAL ANALYST II	2290	07	3,969.33	4,825.60
00782	FINANCIAL ANALYST III	3101	07	5,375.07	6,534.67
02300	FLEET MANAGER	3250	07	5,633.33	6,848.40
02301	FLEET SHOP SUPERVISOR	2192	05	3,799.47	4,619.33
00354	FOOD SERVICE SUPV CORRECTIONS	1922	05	3,331.47	4,049.07
00655	FRANCHISE ADMINISTRATOR I	1908	07	3,307.20	4,017.87
00656	FRANCHISE ADMINISTRATOR II	2290	07	3,969.33	4,825.60
00657	FRANCHISE ADMINISTRATOR III	3101	07	5,375.07	6,534.67
00659	FRANCHISE PROGRAM TECH I	1334	01	2,312.27	2,811.47
00660	FRANCHISE PROGRAM TECH II	1605	01	2,782.00	3,380.00
00247	GENERAL SERVICES ADMINISTRATOR	3620	07	6,274.67	7,628.40
00248	GENERAL SERVICES DIRECTOR	5035	09	8,727.33	10,608.00
01212	GOLF COURSE SUPERINTENDENT	2781	07	4,820.40	5,858.67
01217	GOLF COURSE SUPERVISOR	2265	05	3,926.00	4,771.87
01234	GREENSKEEPER	1664	02	2,884.27	3,504.80
01319	GROUNDSKEEPER	1304	02	2,260.27	2,745.60
00536	HEAD NURSE	2505	01	4,342.00	5,278.00
00226	HEALTH AGENCY ADMIN I	2650	07	4,593.33	5,583.07
00227	HEALTH AGENCY ADMIN II	3180	07	5,512.00	6,699.33
00228	HEALTH AGENCY ADMIN III	3955	07	6,855.33	8,333.87
00229	HEALTH AGENCY ADMIN IV	4414	08	7,650.93	9,301.07
03003	HEALTH AGENCY DIRECTOR	5574	09	9,661.60	11,745.07
00872	HEALTH CARE ANALYST	2650	07	4,593.33	5,583.07
00221	HEALTH EDUCATION SPECIALIST	1560	01	2,704.00	3,286.40
02111	HUMAN RSRCS ANALYST AIDE	1787	01	3,097.47	3,764.80
02110	HUMAN RSRCS ANALYST AIDE-CONF	1814	11	3,144.27	3,822.00
09680	HYDRAULIC OPERATIONS ADMIN.III	2547	05	4,414.80	5,364.67
02252	INFORMATION TECHNOLOGY MANAGER	3620	07	6,274.67	7,628.40
00370	JUVENILE SERVICES OFFICER I	1587	31	2,750.80	3,341.87
00371	JUVENILE SERVICES OFFICER II	1747	31	3,028.13	3,679.87
00372	JUVENILE SERVICES OFFICER III	1922	31	3,331.47	4,049.07
01420	KENNEL WORKER	1259	02	2,182.27	2,652.00
00447	LABORATORY ASST. I	1146	01	1,986.40	2,412.80
00446	LABORATORY ASST. II	1309	01	2,268.93	2,757.73

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00869	LAW LIBRARIAN - CONTRACT	1333	00	2,310.53	2,809.73
01334	LEAD CUSTODIAN	1379	02	2,390.27	2,905.07
02302	LEAD FLEET MECHANIC	2058	02	3,567.20	4,335.07
01233	LEAD GREENSKEEPER	1891	02	3,277.73	3,983.20
00860	LEGAL ASSISTANT	1676	01	2,905.07	3,530.80
02230	LEGAL CLERK	1516	13	2,627.73	3,196.27
09602	LEGAL CLERK II	1516	13	2,627.73	3,196.27
02235	LEGAL CLERK-CONF	1538	11	2,665.87	3,241.33
08799	LEGISLATIVE ASSISTANT	2208	11	3,827.20	4,652.27
01003	LIBRARIAN I	1685	01	2,920.67	3,549.87
01004	LIBRARIAN II	1869	05	3,239.60	3,936.40
01011	LIBRARIAN III	2058	05	3,567.20	4,335.07
01013	LIBRARY ASSISTANT	1407	01	2,438.80	2,964.00
00210	LIBRARY DIRECTOR	4082	09	7,075.47	8,599.07
01009	LIBRARY DRIVER CLERK I	1182	01	2,048.80	2,489.07
01010	LIBRARY DRIVER CLERK II	1407	01	2,438.80	2,964.00
04000	LIBRARY MANAGER	2853	07	4,945.20	6,011.20
00543	LICENSED VOCATIONAL NURSE	1552	01	2,690.13	3,272.53
00334	LIEUTENANT	4249	15	7,364.93	8,950.93
01237	LIFEGUARD I	0882	00	1,528.80	1,858.13
01236	LIFEGUARD II	1021	00	1,769.73	2,151.07
01317	LOCKSMITH-MAINTENANCE WORKER	1896	02	3,286.40	3,997.07
08532	M.H. ADMINISTRATOR	3620	07	6,274.67	7,628.40
08533	M.H. CLINICAL PROGRAMS MGR	3117	07	5,402.80	6,567.60
00519	M.H. MEDICAL DIRECTOR	6938	07	12,025.87	14,617.20
08535	M.H. MEDICAL RECORDS SUPV	1819	05	3,152.93	3,832.40
08573	M.H. NURSE I	2107	01	3,652.13	4,439.07
08572	M.H. NURSE II	2370	01	4,108.00	4,993.73
08571	M.H. NURSE III	2569	01	4,452.93	5,413.20
08570	M.H. NURSE TRAINEE	2003	01	3,471.87	4,218.93
08568	M.H. PRE-LICENSED NURSE	1845	01	3,198.00	3,887.87
08525	M.H. PROGRAM SUPERVISOR	2583	05	4,477.20	5,442.67
08569	M.H. SUPERVISING NURSE	2805	05	4,862.00	5,908.93
08529	M.H. THERAPIST I	1654	01	2,866.93	3,485.73
08528	M.H. THERAPIST II	1914	01	3,317.60	4,035.20
08527	M.H. THERAPIST III	2108	01	3,653.87	4,440.80
08526	M.H. THERAPIST IV	2330	01	4,038.67	4,908.80
08576	M.H. WORKER AIDE	1057	01	1,832.13	2,227.33
08575	M.H. WORKER I	1348	01	2,336.53	2,839.20
08574	M.H. WORKER II	1479	01	2,563.60	3,118.27
01307	MAINTENANCE PAINTER I	1710	02	2,964.00	3,603.60
01308	MAINTENANCE PAINTER II	1896	02	3,286.40	3,997.07
01620	MAPPING/GRAPHICS SYS SPEC I	1633	01	2,830.53	3,442.40
01621	MAPPING/GRAPHICS SYS SPEC II	1931	01	3,347.07	4,068.13
01622	MAPPING/GRAPHICS SYS SPEC III	2315	01	4,012.67	4,879.33
00594	MEDICAL ASSISTANT	1241	01	2,151.07	2,613.87
00582	MEDICAL RECORDS TECHNICIAN	1441	13	2,497.73	3,035.07
00979	MICROCOMPUTER TECHNICIAN I	1800	01	3,120.00	3,792.53
00980	MICROCOMPUTER TECHNICIAN II	2023	01	3,506.53	4,262.27
02905	NACIMIENTO PROJECT MGR	3773	07	6,539.87	7,949.07
02257	NETWORK ENGINEER I	2379	11	4,123.60	5,012.80
02258	NETWORK ENGINEER II	2824	07	4,894.93	5,948.80
02259	NETWORK ENGINEER III	3122	07	5,411.47	6,578.00
01711	NETWORK HARDWARE SPECIALIST I	1800	01	3,120.00	3,792.53
01712	NETWORK HARDWARE SPECIALIST II	2023	01	3,506.53	4,262.27
00457	NURSE PRACTITIONER/PHYS ASST	2865	01	4,966.00	6,035.47

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary Step 1	Monthly Salary Step 5
02238	PARALEGAL	1676	01	2,905.07	3,530.80
09781	PARK AIDE I	0823	00	1,426.53	1,733.33
09782	PARK AIDE II	0973	00	1,686.53	2,050.53
00968	PARK GATE ATTENDANT	1018	02	1,764.53	2,144.13
01203	PARK OPERATIONS COORDINATOR	2251	01	3,901.73	4,742.40
01223	PARK RANGER AIDE	1204	02	2,086.93	2,535.87
01222	PARK RANGER I	1439	02	2,494.27	3,031.60
01221	PARK RANGER II	1664	02	2,884.27	3,504.80
01220	PARK RANGER III	1891	02	3,277.73	3,983.20
01210	PARK RANGER SPECIALIST	2078	02	3,601.87	4,378.40
01207	PARKS FACILITIES MANAGER	3424	07	5,934.93	7,214.13
01250	PARKS MANAGER	3424	07	5,934.93	7,214.13
01251	PARKS SUPERINTENDENT	2781	07	4,820.40	5,858.67
01209	PARKS SUPERINTENDENT-OPERATION	2781	07	4,820.40	5,858.67
01208	PARKS SUPT-MAINTENANCE	2781	07	4,820.40	5,858.67
08538	PATIENT SVCS REPRESENTATIVE	1448	01	2,509.87	3,050.67
02805	PERMIT TECHNICIAN	1602	01	2,776.80	3,374.80
01560	PERSONAL CARE AIDE	1275	01	2,210.00	2,686.67
00874	PERSONNEL ANALYST I	2288	07	3,965.87	4,818.67
00873	PERSONNEL ANALYST II	2650	07	4,593.33	5,583.07
00864	PERSONNEL ANALYST III	3101	07	5,375.07	6,534.67
00856	PERSONNEL DIRECTOR	4880	09	8,458.67	10,280.40
00857	PERSONNEL TECHNICIAN-CONF	1976	11	3,425.07	4,163.47
00820	PEST DETECTION TRAPPER	1045	00	1,811.33	2,203.07
00598	PHARMACIST I	3607	01	6,252.13	7,598.93
00599	PHARMACIST II	4048	01	7,016.53	8,528.00
00569	PHARMACY TECH TRAINEE	1167	01	2,022.80	2,457.87
03570	PHARMACY TECHNICIAN I	1269	01	2,199.60	2,672.80
03571	PHARMACY TECHNICIAN II	1446	01	2,506.40	3,047.20
00575	PHYS OR OCCUPATIONAL THER AIDE	1436	01	2,489.07	3,024.67
00571	PHYS OR OCCUPATIONAL THER I	2172	01	3,764.80	4,577.73
00572	PHYS OR OCCUPATIONAL THER II	2393	01	4,147.87	5,044.00
02800	PLANNER I	1861	01	3,225.73	3,922.53
02801	PLANNER II	2095	01	3,631.33	4,414.80
02802	PLANNER III	2334	01	4,045.60	4,919.20
00255	PLANNING COMMISSIONER	0515	00	892.67	1,085.07
00500	PRE-LICENSED CORRECTIONAL NRSE	1842	01	3,192.80	3,882.67
00541	PRE-LICENSED NURSE	1842	01	3,192.80	3,882.67
00716	PRINCIPAL ACCOUNTANT-AUDITOR	3388	07	5,872.53	7,137.87
00902	PRINCIPAL ACCT SYST ANALYST	3388	07	5,872.53	7,137.87
08886	PRINCIPAL ADMIN ANALYST	3620	07	6,274.67	7,628.40
01706	PRINCIPAL BLDG PLANS EXAMINER	3139	07	5,440.93	6,614.40
01705	PRINCIPAL BUILDING INSPECTOR	2939	07	5,094.27	6,191.47
00299	PRINCIPAL DEPUTY DIST ATTY	4848	07	8,403.20	10,214.53
02804	PRINCIPAL ENVIR SPECIALIST	3101	07	5,375.07	6,534.67
00770	PRINCIPAL FINANCIAL ANALYST	3388	07	5,872.53	7,137.87
00875	PRINCIPAL PERSONNEL ANALYST	3620	07	6,274.67	7,628.40
00602	PRINCIPAL PLANNER	3235	07	5,607.33	6,815.47
09508	PRINCIPAL SOCIAL SVCS DIV MGR	3620	07	6,274.67	7,628.40
00326	PROBATION ASSISTANT	1537	01	2,664.13	3,239.60
00374	PROBATION COMMUNITY LIAISON	0823	00	1,426.53	1,733.33
00320	PROBATION DIVISION MANAGER	3122	07	5,411.47	6,578.00
01581	PROGRAM COORDINATOR I	2408	07	4,173.87	5,071.73
01582	PROGRAM COORDINATOR II	2650	07	4,593.33	5,583.07
00974	PROGRAMMER ANALYST I	2679	07	4,643.60	5,645.47
00973	PROGRAMMER ANALYST II	2975	07	5,156.67	6,267.73

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
00975	PROGRAMMER-CONFIDENTIAL	2232	11	3,868.80	4,702.53
00609	PROPERTY MANAGEMENT AIDE	1447	01	2,508.13	3,048.93
00614	PROPERTY MANAGER	3325	07	5,763.33	7,004.40
00587	PROPERTY TRANSFER TECH I	1362	13	2,360.80	2,870.40
00588	PROPERTY TRANSFER TECH II	1495	13	2,591.33	3,151.20
00589	PROPERTY TRANSFER TECH III	1636	13	2,835.73	3,447.60
00525	PSYCHOLOGIST	2905	01	5,035.33	6,120.40
03004	PUB HEALTH ADMN/HEALTH OFFICER	6299	09	10,918.27	13,272.13
00422	PUBLIC HEALTH AIDE I	1092	01	1,892.80	2,300.13
00423	PUBLIC HEALTH AIDE II	1154	01	2,000.27	2,433.60
00424	PUBLIC HEALTH AIDE III	1311	01	2,272.40	2,762.93
00442	PUBLIC HEALTH MICROBIOL I	2140	01	3,709.33	4,508.40
00441	PUBLIC HEALTH MICROBIOL II	2366	01	4,101.07	4,983.33
00417	PUBLIC HEALTH NURSE	2481	01	4,300.40	5,227.73
01347	PUBLIC HEALTH NUTRITIONIST I	2036	01	3,529.07	4,290.00
01348	PUBLIC HEALTH NUTRITIONIST II	2243	01	3,887.87	4,726.80
09685	PUBLIC INFORMATION OFFICER	2650	07	4,593.33	5,583.07
02906	PUBLIC WORKS ADMINISTRATOR	3620	07	6,274.67	7,628.40
01115	PUBLIC WORKS LEADWORKER	1907	02	3,305.47	4,016.13
01112	PUBLIC WORKS SECTION SUPV	2219	05	3,846.27	4,674.80
01105	PUBLIC WORKS WORKER I	1361	02	2,359.07	2,866.93
01117	PUBLIC WORKS WORKER II	1508	02	2,613.87	3,175.47
01119	PUBLIC WORKS WORKER III	1589	02	2,754.27	3,347.07
01103	PUBLIC WORKS WORKER IV	1749	02	3,031.60	3,683.33
01125	PURCHASING TECH	1348	01	2,336.53	2,839.20
00559	RADIOLOGICAL TECHNOLOGIST I	1440	01	2,496.00	3,033.33
00558	RADIOLOGICAL TECHNOLOGIST II	1725	01	2,990.00	3,634.80
00557	RADIOLOGICAL TECHNOLOGIST III	1814	01	3,144.27	3,822.00
00540	REGISTERED NURSE I	2186	01	3,789.07	4,607.20
00537	REGISTERED NURSE II	2370	01	4,108.00	4,993.73
01000	REPROGRAPHICS LEADWORKER	1644	01	2,849.60	3,463.20
00996	REPROGRAPHICS TECH I	1088	01	1,885.87	2,291.47
00992	REPROGRAPHICS TECH II	1363	01	2,362.53	2,872.13
00994	REPROGRAPHICS TECH III	1567	01	2,716.13	3,300.27
00337	RESERVE DEPUTY SHERIFF	1994	00	3,456.27	4,201.60
01708	RESOURCE PROTECTION SPEC I	1840	01	3,189.33	3,877.47
01709	RESOURCE PROTECTION SPEC II	2307	01	3,998.80	4,860.27
01710	RESOURCE PROTECTION SPEC III	2547	01	4,414.80	5,364.67
00545	RESPIRATORY CARE PRACTITIONER	1868	01	3,237.87	3,934.67
00642	RIGHT-OF-WAY AGENT	3501	07	6,068.40	7,377.07
09657	RISK MGMT ANALYST I	2288	07	3,965.87	4,818.67
09658	RISK MGMT ANALYST II	2650	07	4,593.33	5,583.07
09663	RISK MGMT ANALYST III	3101	07	5,375.07	6,534.67
00661	ROAD MAINTENANCE SUPT	3113	07	5,395.87	6,558.93
03281	SART CLINICAL COORD	2505	01	4,342.00	5,278.00
00883	SECRETARY I	1413	13	2,449.20	2,977.87
00886	SECRETARY I-CONFIDENTIAL	1451	11	2,515.07	3,057.60
00884	SECRETARY II	1516	13	2,627.73	3,196.27
00925	SECRETARY-CONFIDENTIAL	1451	11	2,515.07	3,057.60
00336	SERGEANT	3026	14	5,245.07	6,375.20
00107	SHERIFF-CORONER	6002	10	12,644.67	12,644.67
00351	SHERIFF'S AUTOMATION ANALYST	2232	07	3,868.80	4,702.53
00352	SHERIFF'S AUTOMATION SUPV	2975	07	5,156.67	6,267.73
00339	SHERIFF'S CADET	2190	21	3,796.00	4,615.87
00331	SHERIFF'S CHIEF DEPUTY	4715	15	8,172.67	9,935.47
02593	SHERIFF'S COMMANDER	4249	15	7,364.93	8,950.93

Job Class	Title	Range	BU	Monthly Salary Step 1	Step 5
00357	SHERIFF'S CORR. LIEUTENANT	3849	15	6,671.60	8,108.53
00347	SHERIFF'S CORRECTIONAL OFFICER	2190	03	3,796.00	4,615.87
00335	SHERIFF'S CORRECTIONAL SGT	2741	14	4,751.07	5,775.47
00342	SHERIFF'S DISPATCHER	1836	22	3,182.40	3,867.07
05000	SHERIFF'S DISPATCHER SUPV	2213	22	3,835.87	4,662.67
02594	SHERIFF'S FORENSIC SPECIALIST	2467	21	4,276.13	5,198.27
00348	SHERIFF'S PROPERTY OFFICER	2190	21	3,796.00	4,615.87
00340	SHERIFF'S SENIOR DEPUTY	2741	03	4,751.07	5,775.47
00343	SHERIFF'S SENIOR DISPATCHER	2012	22	3,487.47	4,241.47
00345	SHERIFF'S SR CORRECTIONAL OFF	2417	03	4,189.47	5,092.53
02591	SHERIFF'S SYSTEMS COORDINATOR	2678	07	4,641.87	5,643.73
09510	SOCIAL SVCS DIVISION MANAGER	3395	07	5,884.67	7,153.47
01518	SOCIAL SVCS IN HOME COUNSELOR	1513	01	2,622.53	3,187.60
01531	SOCIAL SVCS INVESTIGATOR	1966	01	3,407.73	4,140.93
01555	SOCIAL SVCS PROGRAM REVW SPEC	1773	01	3,073.20	3,737.07
01522	SOCIAL SVCS PROGRAM SPEC I	2408	07	4,173.87	5,071.73
01521	SOCIAL SVCS PROGRM SPEC II	2650	07	4,593.33	5,583.07
01536	SOCIAL WORKER I	1611	01	2,792.40	3,395.60
01532	SOCIAL WORKER II	1757	01	3,045.47	3,702.40
01524	SOCIAL WORKER III	1940	01	3,362.67	4,087.20
01519	SOCIAL WORKER IV	2240	01	3,882.67	4,721.60
01512	SOCIAL WORKER SUPERVISOR I	2152	05	3,730.13	4,536.13
01516	SOCIAL WORKER SUPERVISOR II	2469	05	4,279.60	5,201.73
02264	SOFTWARE ENGINEER I	2232	11	3,868.80	4,702.53
02265	SOFTWARE ENGINEER II	2679	07	4,643.60	5,645.47
02266	SOFTWARE ENGINEER III	2975	07	5,156.67	6,267.73
00610	SOLID WASTE COORDINATOR I	1915	01	3,319.33	4,036.93
00611	SOLID WASTE COORDINATOR II	2400	01	4,160.00	5,056.13
00612	SOLID WASTE COORDINATOR III	2651	01	4,595.07	5,584.80
00909	SR ACCOUNT CLERK	1422	13	2,464.80	2,995.20
00929	SR ACCOUNT CLERK-CONFIDENTIAL	1444	11	2,502.93	3,043.73
00619	SR CAPITAL PROJECTS COORD	2744	05	4,756.27	5,780.67
00551	SR CLINICAL LAB TECHNOLOGIST	2165	01	3,752.67	4,560.40
00969	SR COMMUNICATIONS TECH	2442	01	4,232.80	5,144.53
00415	SR COMMUNITY HEALTH NURSE	2259	01	3,915.60	4,761.47
01714	SR COMP SYS TECH-CONF	2254	11	3,906.93	4,747.60
03200	SR DIV MGR-SOCIAL SERVICES	3620	07	6,274.67	7,628.40
00593	SR MEDICAL RECORDS TECHNICIAN	1588	13	2,752.53	3,345.33
00945	SR MEDICAL TRANSCRIBER	1508	13	2,613.87	3,175.47
00972	SR MICROCOMPUTER TECHNICIAN	2226	01	3,858.40	4,690.40
02260	SR NETWORK ENGINEER	3349	07	5,804.93	7,056.40
09515	SR PARK GATE ATTENDANT	1179	02	2,043.60	2,483.87
00865	SR PERSONNEL TECHNICIAN-CONF	2171	11	3,763.07	4,576.00
00555	SR PHARMACIST	4248	01	7,363.20	8,949.20
03001	SR PHYS OR OCCUPATIONAL THER	2557	05	4,432.13	5,387.20
00603	SR PLANNER	2574	05	4,461.60	5,423.60
00995	SR PROGRAMMER ANALYST	3275	07	5,676.67	6,902.13
00421	SR PUBLIC HEALTH NURSE	2659	01	4,608.93	5,603.87
06010	SR RADIOLOGL/ULTRASND TECHNGST	2175	01	3,770.00	4,582.93
00585	SR RESPIRATORY CARE PRACT'R	1960	01	3,397.33	4,128.80
02255	SR SOFTWARE ENGINEER	3275	07	5,676.67	6,902.13
01321	SR STOREKEEPER	1500	02	2,600.00	3,161.60
02256	SR SYSTEMS ADMINISTRATOR	3275	07	5,676.67	6,902.13
09620	SR VIC/WIT ASSISTANCE COORD	1954	05	3,386.93	4,118.40
09613	SR WATER SYSTEMS CHEMIST	2679	01	4,643.60	5,645.47
00522	STAFF PSYCHIATRIST	6133	07	10,630.53	12,922.00

Job Class Listing by Title

Job Class	Title	Range	BU	Monthly Salary	
				Step 1	Step 5
01338	STOCK CLERK	1158	02	2,007.20	2,440.53
01336	STOREKEEPER I	1238	02	2,145.87	2,608.67
01331	STOREKEEPER II	1362	02	2,360.80	2,870.40
09673	STUDENT INTERN TRAINEE	0515	00	892.67	1,085.07
00103	SUPERVISOR-BOARD	2716	17	5,723.47	5,723.47
00899	SUPV ACCOUNTING TECH	1707	05	2,958.80	3,596.67
00898	SUPV ACCOUNTING TECH-CONF	1733	11	3,003.87	3,652.13
00927	SUPV ADMIN CLERK I	1530	05	2,652.00	3,224.00
00938	SUPV ADMIN CLERK I-CONF	1552	11	2,690.13	3,272.53
00928	SUPV ADMIN CLERK II	1713	05	2,969.20	3,608.80
00939	SUPV ADMIN CLERK II-CONF	1739	11	3,014.27	3,664.27
00842	SUPV AIR POLLUTION CONTROL ENG	3163	05	5,482.53	6,662.93
00840	SUPV AIR QUALITY SPECIALIST	2864	05	4,964.27	6,033.73
00724	SUPV APPRAISER	2730	05	4,732.00	5,752.93
00725	SUPV AUDITOR-APPRAISER	3388	07	5,872.53	7,137.87
01600	SUPV BUILDING INSPECTOR	2522	05	4,371.47	5,312.67
01700	SUPV BUILDING PLANS EXAMINER	3011	05	5,219.07	6,344.00
09644	SUPV BUYER	2062	05	3,574.13	4,343.73
00597	SUPV CLINICAL LAB TECHNOLOGIST	2380	05	4,125.33	5,014.53
01323	SUPV CUSTODIAL LEADWORKER	1516	05	2,627.73	3,196.27
09675	SUPV DA INVESTIGATOR	3685	06	6,387.33	7,761.87
00373	SUPV DEPUTY PROBATION OFFICER	2448	32	4,243.20	5,158.40
08416	SUPV ENVIR HEALTH SPECIALIST	2806	05	4,863.73	5,910.67
01318	SUPV FACILITY MAINT MECHANIC	2256	05	3,910.40	4,752.80
09683	SUPV FAMILY SUPPORT OFFICER	2045	05	3,544.67	4,307.33
00893	SUPV FINANCIAL TECHNICIAN	1707	05	2,958.80	3,596.67
02660	SUPV JUVENILE SVCS OFFICER	2072	32	3,591.47	4,366.27
02231	SUPV LEGAL CLERK I	1627	05	2,820.13	3,426.80
02236	SUPV LEGAL CLERK I-CONF	1653	11	2,865.20	3,484.00
02232	SUPV LEGAL CLERK II	1764	05	3,057.60	3,716.27
02237	SUPV LEGAL CLERK II-CONF	1790	11	3,102.67	3,773.47
01002	SUPV LIBRARIAN	2265	05	3,926.00	4,771.87
01007	SUPV LIBRARY ASSISTANT	1486	05	2,575.73	3,130.40
01623	SUPV MAPPING/GRAPHICS SYS SPEC	2681	05	4,647.07	5,648.93
01204	SUPV PARK RANGER	2265	05	3,926.00	4,771.87
00573	SUPV PHYS OR OCCUPATIONAL THER	2948	07	5,109.87	6,212.27
01707	SUPV PLANNER	2801	05	4,855.07	5,900.27
00579	SUPV PROPERTY TRANSFER TECH	1719	05	2,979.60	3,622.67
00444	SUPV PUBLIC HEALTH MICROBIOL	2646	05	4,586.40	5,574.40
00414	SUPV PUBLIC HEALTH NURSE	2918	05	5,057.87	6,148.13
01537	SUPV SOC SVCS INVESTIGATOR	2374	05	4,114.93	5,002.40
02261	SYSTEMS ADMINISTRATOR I	2232	11	3,868.80	4,702.53
02262	SYSTEMS ADMINISTRATOR II	2679	07	4,643.60	5,645.47
02263	SYSTEMS ADMINISTRATOR III	2975	07	5,156.67	6,267.73
00963	SYSTEMS ANALYST	2232	11	3,868.80	4,702.53
00964	SYSTEMS ANALYST I	2679	07	4,643.60	5,645.47
00965	SYSTEMS ANALYST II	2975	07	5,156.67	6,267.73
00110	TAX COLL-TREAS-PUB ADMIN-GUAR	5154	10	10,859.33	10,859.33
02254	TECHNOLOGY SUPERVISOR	3435	07	5,954.00	7,236.67
00961	TELEPHONE SYSTEMS COORDINATOR	1471	01	2,549.73	3,099.20
00726	TEMPORARY ELECTION ASSISTANT	0800	00	1,386.67	1,684.80
09678	TRANSIT SYSTEMS SUPERVISOR	1516	13	2,627.73	3,196.27
00811	UC/FARM ADVISOR ASSISTANT	0952	00	1,650.13	2,007.20
02592	UNDERSHERIFF	5456	16	9,457.07	11,495.47
00665	UTILITIES DIVISION MANAGER	3773	07	6,539.87	7,949.07
02180	UTILITY COORDINATOR	2704	05	4,686.93	5,697.47

Job				Monthly Salary	
Class	Title	Range	BU	Step 1	Step 5
00252	VETERANS' SERVICE OFFICER	3620	09	6,274.67	7,628.40
09634	VIC/WIT ASSISTANCE COORD I	1519	01	2,632.93	3,201.47
09637	VIC/WIT ASSISTANCE COORD II	1767	01	3,062.80	3,721.47
09636	VIC/WIT ASSISTANCE SUPV	2977	07	5,160.13	6,271.20
09614	VIC/WIT ASST COORD AIDE	1417	01	2,456.13	2,984.80
09619	WATER QUALITY MGR	3075	05	5,330.00	6,479.20
09617	WATER SYSTEMS CHEMIST I	2307	01	3,998.80	4,860.27
09618	WATER SYSTEMS CHEMIST II	2549	01	4,418.27	5,371.60
09615	WATER SYSTEMS LAB TECH I	1542	01	2,672.80	3,248.27
09616	WATER SYSTEMS LAB TECH II	1790	01	3,102.67	3,773.47
09623	WATER SYSTEMS SUPERINTENDENT	2635	05	4,567.33	5,551.87
09628	WATER SYSTEMS WORKER I	1717	02	2,976.13	3,617.47
09627	WATER SYSTEMS WORKER II	1870	02	3,241.33	3,939.87
09626	WATER SYSTEMS WORKER III	2059	02	3,568.93	4,338.53
09625	WATER SYSTEMS WORKER IV	2173	05	3,766.53	4,579.47
09629	WATER SYSTEMS WORKER TRAINEE	1476	02	2,558.40	3,109.60
00824	WEIGHTS & MEASURES INSP I	1759	01	3,048.93	3,705.87
00821	WEIGHTS & MEASURES INSP II	1944	01	3,369.60	4,095.87
00825	WEIGHTS & MEASURES INSP III	2199	01	3,811.60	4,631.47
00826	WEIGHTS & MEASURES INSP TR	1613	01	2,795.87	3,399.07
00813	4-H PROGRAM ASSISTANT	1413	13	2,449.20	2,977.87

Fixed Assets

Fixed Assets By Department

2060 TREAS-TAX COLL-PUBLIC ADM

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Microfilmer	1	$ 9,900	$ 9,900
	Department Totals			$ 9,900

2083 COUNTYWIDE AUTOMATION REPLACEM

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Enterprise Storage	1	$ 100,000	$ 100,000
A	Kansas Ave Ethernet Migraton	1	250,000	250,000
A	New Govt Center Data Closet Equipment	1	200,000	200,000
A	North County Regional Center Infrastruct	1	150,000	150,000
A	Server Replacement	35	8,571	299,985
	Department Totals			$ 999,985

2180 GENERAL SERVICES

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Copier	1	$ 9,500	$ 9,500
	Department Totals			$ 9,500

2250 INFORMATION TECHNOLOGY DEPARTM

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Lopez Hill Radio	1	$ 6,500	$ 6,500
R	Network Analyzer	1	6,200	6,200
A	Radio Hardware Switch	1	30,000	30,000
	Department Totals			$ 42,700

2300 GARAGE ISF

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Compact Sedan, Used	8	$ 13,500	$ 108,000
R	Full Size Pickup, Standard	4	16,500	66,000
R	Intermediate Sedan, Used	22	15,500	341,000
R	Mid Size Pickup, 4 X 4	1	20,000	20,000
R	Mid Size Pickup, Ext Cab	14	16,500	231,000
R	Mower, Turf Blazer	1	18,000	18,000
R	Patrol Sedan	9	28,500	256,500
R	Pickup, 1 Ton Dump Truck	1	28,000	28,000
R	Pickup, 1 Ton Special	1	28,500	28,500
R	Pickup, 3/4 Ton Ext.Cab	1	28,000	28,000
R	Pickup, Specialty Ext.Cab	2	24,000	48,000
R	Riding Mower	2	25,000	50,000
R	Smog Machine	1	31,000	31,000
R	Van, 1 Ton Cargo	1	24,000	24,000
R	Van, Mini Passenger	2	24,000	48,000
	Department Totals			$ 1,326,000

2509 CLERK/RECORDER

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Microfiche Reader/Printer	1	$ 8,000	$ 8,000
A	Server	2	11,100	22,200
	Department Totals			$ 30,200

2590 SHERIFF-CORONER

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Ethernet system	1	$ 71,561	$ 71,561
R	Eyewitness Unit digital i-car camera sys	1	89,855	89,855
R	Photocopier	1	10,755	10,755
	Department Totals			$ 172,171

2670 COUNTY FIRE

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Computer Aided Dispatch Interface	1	$ 75,000	$ 75,000
	Department Totals			$ 75,000

2790 EMERGENCY SERVICES

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	EOC Electronic Status Boards	2	$ 5,800	$ 11,600
	Department Totals			$ 11,600

2800 PLANNING & BUILDING DEPARTMENT

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Ethernet Upgrade	1	$ 23,000	$ 23,000
A	Truck	1	15,000	15,000
	Department Totals			$ 38,000

2900 PUBLIC WORKS - ISF

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Car, Sedan	2	$ 9,400	$ 18,800
R	Dump Truck	1	105,000	105,000
R	Survey Equipment	1	15,000	15,000
R	Truck, 1 Ton	1	35,000	35,000
R	Water Truck	2	69,500	139,000
	Department Totals			$ 312,800

3000 PUBLIC HEALTH DEPARTMENT

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Small Truck with Camper Shell	1	$ 15,500	$ 15,500
	Department Totals			$ 15,500

3070 MENTAL HEALTH

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
A	Billing Printer	1	$ 6,545	$ 6,545
	Department Totals			$ 6,545

3200 SOCIAL SERVICES ADMINISTRATION

		2004-05 Board Approved		
Code	Description	Qty	Per Unit	Cost
R	Compact Sedans	6	$ 9,331	$ 55,986
R	Computer Servers	3	10,000	30,000
	Department Totals			$ 85,986

Summary of Schedules

COUNTY OF SAN LUIS OBISPO
State of California

SUMMARY OF COUNTY BUDGET
FOR FISCAL YEAR 2004-05

		AVAILABLE FINANCING				FINANCING REQUIREMENTS		
COUNTY FUNDS (1)	Fund	Fund Balance Unreserved/ Undesignated June 30,2004 (2)	Cancelled Prior Years Reserve (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (7)	Total Financing Requirements (8)
General Fund	0001	10,164,400	3,236,662	287,340,084	300,741,146	300,266,146	475,000	300,741,146
Road Fund	0002	1,891,294	364,623	24,192,754	26,448,671	25,007,377	1,441,294	26,448,671
Capital Projects	0003	2,199,979	161,369	660,200	3,021,548	835,200	2,186,348	3,021,548
Parks	0005	370,238	0	5,552,481	5,922,719	5,922,719	0	5,922,719
Wildlife And Grazing	0016	(2,089)	7,064	5,050	10,025	10,025	0	10,025
Drinking Driver Prog	0017	61,281	0	1,079,030	1,140,311	1,099,030	41,281	1,140,311
Organizational Effectiveness	0020	174,043	150,000	200,000	524,043	524,043	0	524,043
Tax Reduction Resrv	0022	164,441	0	0	164,441	0	164,441	164,441
Co-Wide Automation Replacement	0023	410,114	311,533	1,000,000	1,721,647	1,311,533	410,114	1,721,647
Gen Gov Building Replacement	0024	63,569	0	855,712	919,281	0	919,281	919,281
Community Devel Pgm	0025	18	0	4,121,558	4,121,576	4,121,576	0	4,121,576
Library	0026	318,655	350,000	5,936,007	6,604,662	6,604,662	0	6,604,662
Fish And Game	0031	11,567	4,647	7,000	23,214	12,536	10,678	23,214
Emergency Med Svcs	0034	0	0	1,190,743	1,190,743	1,190,743	0	1,190,743
Cal Hlth Indig Prog	0035	0	0	458,299	458,299	458,299	0	458,299
Impact Fee-Traffic	0141	0	0	4,075,000	4,075,000	2,686,666	1,388,334	4,075,000
Public Facility Fees	0144	815,085	45,000	3,405,453	4,265,538	852,200	3,413,338	4,265,538
County Med Svcs Prog	0149	0	0	3,534,191	3,534,191	3,534,191	0	3,534,191
Debt Service-Cert of Part	1901	0	0	2,405,556	2,405,556	2,405,556	0	2,405,556
Pension Obligation Bond DSF	1904	1,106,020	0	4,700,000	5,806,020	3,064,500	2,741,520	5,806,020
TOTAL		17,748,615	4,630,898	350,719,118	373,098,631	359,907,002	13,191,629	373,098,631

Appropriation Limit	280,747,305
Appropriation Subject to Limit	116,509,243

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 2

ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED

FOR FISCAL YEAR 2004-05

			LESS: FUND BALANCE RESERVED OR DESIGNATED AT JUNE 30			
COUNTY FUNDS (1)	Fund	TOTAL FUND BALANCE as of June 30, 2004 Actual (2)	Encumbrances (3)	General & Other Reserves (4)	Designations (5)	FUND BALANCE Unreserved/ Undesignated June 30, 2004 Actual (6)
General Fund	0001	31,366,134	6,416,020	8,000,000	6,785,714	10,164,400
Road Fund	0002	6,976,860	3,701,268	0	1,384,298	1,891,294
Capital Projects	0003	28,899,090	21,390,350	0	5,308,761	2,199,979
Parks	0005	572,203	197,260	0	4,705	370,238
Wildlife And Grazing	0016	15,057	0	10,357	6,789	(2,089)
Drinking Driver Prog	0017	162,644	0	81,363	20,000	61,281
Organizational Effectiveness	0020	2,500,836	21,394	535,000	1,770,399	174,043
Tax Reduction Resrv	0022	12,141,500	0	0	11,977,059	164,441
Co-Wide Automation Replacement	0023	15,176,797	12,200,513	0	2,566,170	410,114
Gen Gov Building Replacement	0024	3,304,296	0	0	3,240,727	63,569
Community Devel Pgm	0025	18	0	0	0	18
Library	0026	3,306,628	1,234,455	478,335	1,275,183	318,655
Fish And Game	0031	69,361	0	33,354	24,440	11,567
Emergency Med Svcs	0034	112,120	112,120	0	0	0
Cal Hlth Indig Prog	0035	302,699	302,699	0	0	0
Children and Families First	0036	2,442,231	2,442,231	0	0	0
Impact Fee-Traffic	0141	9,446,791	0	0	9,446,791	0
Public Facility Fees	0144	13,483,790	6,786,250	0	5,882,455	815,085
County Med Svcs Prog	0149	1,107,372	1,107,372	0	0	0
Pension Obligation Bond DSF	1904	2,630,914	0	0	1,524,894	1,106,020
TOTAL		134,017,341	55,911,932	9,138,409	51,218,385	17,748,615

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2004-05

		AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR			
COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2004 (2)	PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)	TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
General Fund							0001
General Reserve	8,000,000	0	0	0	0	8,000,000	
Designations							
Actuary Req Contribution	1,166,013	1,166,013	1,166,013	0	0	0	
Co. Fire Equip. Replace	414,459	0	0	0	400,000	814,459	
Contingent Liabilities	2,404,814	1,995,649	1,995,649	0	0	409,165	
Equip Replacement	979,817	0	0	0	0	979,817	
IHSS Contingency	0	0	75,000	75,000	75,000	0	
Internal/Teeter Financing	1,820,611	0	0	0	0	1,820,611	
TOTAL General Fund	14,785,714	3,161,662	3,236,662	75,000	475,000	12,024,052	
Road Fund							0002
Designations							
Future Road Projects	1,384,298	355,623	364,623	0	1,441,294	2,460,969	
TOTAL Road Fund	1,384,298	355,623	364,623	0	1,441,294	2,460,969	
Capital Projects							0003
Designations							
Facilities Planning	4,708,761	161,369	161,369	0	2,186,348	6,733,740	
LO Landfill Closure	600,000	0	0	0	0	600,000	
TOTAL Capital Projects	5,308,761	161,369	161,369	0	2,186,348	7,333,740	
Parks							0005
Designations							
Parks Projects	4,705	0	0	0	0	4,705	
TOTAL Parks	4,705	0	0	0	0	4,705	
Wildlife And Grazing							0016
General Reserve	10,357	2,488	2,488	0	0	7,869	
Designations							
Wildlife Projects	6,789	2,487	4,576	0	0	2,213	
TOTAL Wildlife And Grazing	17,146	4,975	7,064	0	0	10,082	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2004-05

		AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR			
COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2004 (2)	PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)	TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
Drinking Driver Prog							0017
General Reserve	81,363	0	0	0	41,281	122,644	
Designations							
Systems Development	20,000	0	0	0	0	20,000	
TOTAL Drinking Driver Prog	101,363	0	0	0	41,281	142,644	
Organizational Effectiveness							0020
General Reserve	535,000	0	0	0	0	535,000	
Designations							
Countywide Training	1,770,399	150,000	150,000	0	0	1,620,399	
TOTAL Organizational Effective	2,305,399	150,000	150,000	0	0	2,155,399	
Tax Reduction Resrv							0022
Designations							
Desig-Prop Tax Litigation	392,422	0	0	0	0	392,422	
Tax Reduction Reserves	11,584,637	0	0	0	164,441	11,749,078	
TOTAL Tax Reduction Resrv	11,977,059	0	0	0	164,441	12,141,500	
Co-Wide Automation Replacement							0023
Designations							
Actg. Systems Development	708,442	121,631	121,631	0	410,114	996,925	
Automation Replacement	1,857,728	0	189,902	0	0	1,667,826	
TOTAL Co-Wide Automation Repla	2,566,170	121,631	311,533	0	410,114	2,664,751	
Gen Gov Building Replacement							0024
Designations							
Gov. Building Rpl	3,240,727	0	0	855,712	919,281	4,160,008	
TOTAL Gen Gov Building Replace	3,240,727	0	0	855,712	919,281	4,160,008	
Library							0026
General Reserve	478,335	150,000	150,000	0	0	328,335	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 3

DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(with supplemental data affecting reserve/designations balances)

X Encumbrances excluded

FOR FISCAL YEAR 2004-05

		AMOUNT MADE AVAILABLE FOR FINANCING BY CANCELLATION		INCREASE OR NEW RESRVS/DESIG TO BE PROVIDED IN BUDGET YR			
COUNTY FUNDS (1)	RESERVES/ DESIGNATIONS BALANCE as of June 30, 2004 (2)	PROPOSED (3)	APPROVED/ ADOPTED BY BOARD (4)	PROPOSED (5)	APPROVED/ ADOPTED BY BOARD (6)	TOTAL RESERVES/ DESIGNATIONS for Budget Year (7)	Fund (8)
Designations							
Atascadero Building Expan	217,340	0	0	0	0	217,340	
Computer Equipment Repl	23,530	0	0	0	0	23,530	
Facilities Planning	1,034,313	200,000	200,000	0	0	834,313	
TOTAL Library	1,753,518	350,000	350,000	0	0	1,403,518	
Fish And Game							0031
General Reserve	33,354	0	0	0	0	33,354	
Designations							
Fish and Game Projects	24,440	4,647	4,647	0	10,678	30,471	
TOTAL Fish And Game	57,794	4,647	4,647	0	10,678	63,825	
Impact Fee-Traffic							0141
Designations							
Improvement Fees	6,166,280	0	0	1,288,334	1,288,334	7,454,614	
Interest	3,280,511	0	0	100,000	100,000	3,380,511	
TOTAL Impact Fee-Traffic	9,446,791	0	0	1,388,334	1,388,334	10,835,125	
Public Facility Fees							0144
Designations							
Reserve for Afford. House	45,000	0	45,000	0	0	0	
Reserve for County Fire	0	0	0	842,839	844,945	844,945	
Reserve for General Gov't	1,653,656	0	0	260,102	289,632	1,943,288	
Reserve for Law Enforcmnt	99,031	0	0	159,807	177,406	276,437	
Reserve for Library	1,541,388	0	0	382,643	424,716	1,966,104	
Reserve for Parks	2,543,380	0	0	1,157,862	1,676,639	4,220,019	
TOTAL Public Facility Fees	5,882,455	0	45,000	2,803,253	3,413,338	9,250,793	
Pension Obligation Bond DSF							1904
Designations							
DESIG - POB DEBT SERVICE	1,524,894	0	0	2,521,000	2,741,520	4,266,414	
TOTAL Pension Obligation Bond	1,524,894	0	0	2,521,000	2,741,520	4,266,414	
TOTAL	60,356,794	4,309,907	4,630,898	7,643,299	13,191,629	68,917,525	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 4

SUMMARY OF ESTIMATED REVENUE, OTHER FINANCING SOURCES AND TRANSFERS

FOR THE FISCAL YEAR ENDED 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
SUMMARIZATION BY SOURCE				
CURRENT SECURED PROPERTY TAX	60,535,273	66,284,797	65,356,675	65,356,675
CURRENT UNSECURED PROPERTY TAX	1,974,347	1,941,932	1,775,596	1,775,596
SUPPLEMENTAL PROPERTY TAX	2,888,837	3,227,782	2,841,676	2,841,676
OTHER TAX (NON-CURRENT/SUPPL PROP TAX)	13,959,567	26,868,001	14,958,600	31,958,600
Total	79,358,024	98,322,512	84,932,547	101,932,547
LICENSES AND PERMITS	9,009,585	8,942,530	9,143,878	9,143,878
FINES, FORFEITURES AND PENALTIES	5,724,067	5,983,512	3,690,681	3,690,681
REVENUE FROM USE OF MONEY AND PROPERTY	4,659,739	2,780,133	1,764,615	1,764,615
INTERGOVERNMENTAL REVENUES - STATE	122,726,291	118,836,803	121,380,005	104,989,356
- FEDERAL	44,102,777	55,351,743	55,197,076	55,775,803
- OTHER	1,434,592	2,131,180	2,451,088	2,493,088
CHARGES FOR SERVICES	31,280,239	32,353,033	37,083,208	37,342,128
OTHER REVENUES	15,429,167	25,113,712	24,034,493	24,130,493
OTHER FINANCING SOURCES	37,081,104	15,163,056	9,456,529	9,456,529
TOTAL	350,805,585	364,978,214	349,134,120	350,719,118
SUMMARIZATION BY FUND				
0001 General Fund	270,224,716	281,341,834	286,001,696	287,340,084
0002 Road Fund	19,207,976	24,843,535	23,946,144	24,192,754
0003 Capital Projects	25,217,102	6,599,404	660,200	660,200
0005 Parks	5,148,392	5,698,226	5,552,481	5,552,481
0016 Wildlife And Grazing	7,989	3,477	5,050	5,050
0017 Drinking Driver Prog	1,106,606	1,138,092	1,079,030	1,079,030
0020 Organizational Effectiveness	1,393,012	393,268	200,000	200,000
0022 Tax Reduction Resrv	254,747	164,441	0	0
0023 Co-Wide Automation Replacement	1,590,254	10,853,560	1,000,000	1,000,000
0024 Gen Gov Building Replacement	911,924	810,088	855,712	855,712
0025 Community Devel Pgm	5,321,850	5,796,191	4,121,558	4,121,558
0026 Library	5,854,912	5,985,244	5,936,007	5,936,007
0031 Fish And Game	7,148	14,411	7,000	7,000
0034 Emergency Med Svcs	1,421,957	1,322,279	1,190,743	1,190,743
0035 Cal Hlth Indig Prog	824,419	486,948	458,299	458,299
0036 Children and Families First	2,216,752	2,669,196	0	0
0141 Impact Fee-Traffic	2,609,814	3,078,811	4,075,000	4,075,000
0144 Public Facility Fees	3,586,615	3,582,680	3,405,453	3,405,453
0149 County Med Svcs Prog	2,659,270	3,089,776	3,534,191	3,534,191
1901 Debt Service-Cert of Participation	1,240,130	2,403,606	2,405,556	2,405,556
1904 Pension Obligation Bond DSF	0	4,703,147	4,700,000	4,700,000
TOTAL	350,805,585	364,978,214	349,134,120	350,719,118

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 5

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
	CURRENT PROPERTY TAXES					
9010	PROP. TAXES CURR. SECURED	56,438,326	61,978,859	61,203,872	61,203,872	
9010	PROP. TAXES CURR. SECURED	936,946	990,050	995,930	995,930	Road Fund
9010	PROP. TAXES CURR. SECURED	4,083,408	4,425,812	4,550,459	4,550,459	Library
9011	SUPPLEMENTAL-CURR.SECURED	2,626,188	2,967,353	2,600,000	2,600,000	
9011	SUPPLEMENTAL-CURR.SECURED	33,321	36,505	36,056	36,056	Road Fund
9011	SUPPLEMENTAL-CURR.SECURED	193,250	211,282	190,000	190,000	Library
9012	REDEVELOPMENT AGENCY TAX	(924,948)	(1,111,056)	(1,334,611)	(1,334,611)	
9012	REDEVELOPMENT AGENCY TAX	(34,728)	(45,365)	(58,975)	(58,975)	Library
9017	RETURN RDA PASSTHRU - S1290	35,112	44,644	0	0	
9017	RETURN RDA PASSTHRU - S1290	1,157	1,853	0	0	Library
9020	PROP. TAXES CURR. UNSEC.	1,822,105	1,792,391	1,623,420	1,623,420	
9020	PROP. TAXES CURR. UNSEC.	22,415	22,056	24,499	24,499	Road Fund
9020	PROP. TAXES CURR. UNSEC.	129,827	127,485	127,677	127,677	Library
9021	SUPPLEMENTAL-CURR.UNSEC.	36,092	11,667	15,000	15,000	
9021	SUPPLEMENTAL-CURR.UNSEC.	(2)	144	120	120	Road Fund
9021	SUPPLEMENTAL-CURR.UNSEC.	(12)	831	500	500	Library
	Total - CURRENT PROPERTY TAXES	65,398,457	71,454,511	69,973,947	69,973,947	
	TAXES OTHER THAN CURRENT PROP					
9110	PROP. TAXES PRIOR SECURED	(172,552)	(84,301)	(175,000)	(175,000)	
9110	PROP. TAXES PRIOR SECURED	(2,421)	(1,037)	(2,029)	(2,029)	Road Fund
9110	PROP. TAXES PRIOR SECURED	(12,332)	(6,006)	0	0	Library
9111	SUPPLEMENTL-PRIOR SECURED	(897)	456	0	0	
9111	SUPPLEMENTL-PRIOR SECURED	(11)	6	0	0	Road Fund
9111	SUPPLEMENTL-PRIOR SECURED	(64)	33	0	0	Library
9120	PROP. TAXES PRIOR UNSEC.	28,846	44,400	30,000	30,000	
9120	PROP. TAXES PRIOR UNSEC.	354	546	407	407	Road Fund
9120	PROP. TAXES PRIOR UNSEC.	2,058	3,164	2,000	2,000	Library
9121	SUPPLEMENTAL-PRIOR UNSEC	25,100	21,423	20,000	20,000	
9121	SUPPLEMENTAL-PRIOR UNSEC	329	274	272	272	Road Fund
9121	SUPPLEMENTAL-PRIOR UNSEC	1,778	1,521	1,700	1,700	Library
9129	REDEMPTION FEES	27,850	28,220	30,000	30,000	
9130	DELINQUENT/COST REIMBRSMT	128,937	132,318	135,000	135,000	
9132	PENALTIES-DELINQUENT TAX	115,306	157,308	120,000	120,000	
9132	PENALTIES-DELINQUENT TAX	211	136	0	0	Road Fund
9132	PENALTIES-DELINQUENT TAX	1,220	784	0	0	Library
9133	PENALTIES-C O F	4,051	7,677	4,000	4,000	
9135	TLRF PROCEEDS	498,000	768,113	750,000	750,000	
9135	TLRF PROCEEDS	0	9,847,644	0	0	Automtn Replc
9135	TLRF PROCEEDS	322,328	509,462	500,000	500,000	Cop Loan DS
9141	PROPERTY TAX IN-LIEU OF SALES TAX	0	0	0	1,508,627	
9142	PROPERTY TAX IN-LIEU OF VLF	0	0	0	17,000,000	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9151	SALES AND USE TAXES	5,854,602	7,223,268	5,800,000	4,291,373	
9191	AIRCRAFT TAX	219,788	201,545	190,000	190,000	
9192	PROPERTY TRANSFER TAX	2,353,747	3,121,820	2,625,000	2,625,000	
9194	RACEHORSE TAX	10,544	14,151	10,000	10,000	
9195	TRANSIENT OCCUPANCY TAX	4,520,057	4,860,652	4,900,000	4,900,000	
9196	SALE OF TAX DEEDED PROP.	32,550	14,250	17,250	17,250	
9197	TIMBER TAX RESERVES	188	174	0	0	
	Total - TAXES OTHER THAN CURRENT PROP	13,959,567	26,868,001	14,958,600	31,958,600	
	LICENSES AND PERMITS					
9160	FRANCHISES-CABLE	416,965	514,134	450,000	450,000	
9161	FRANCHISE FEES-PUB UTIL	1,017,825	1,166,906	1,163,000	1,163,000	
9162	FRANCHISE FEES-GARBAGE	451,397	504,833	457,981	457,981	
9164	FRANCHISE FEES-PETROLEUM	(5,000)	0	14,000	14,000	
9210	ANIMAL LICENSES	304,444	269,056	365,000	365,000	
9220	BUSINESS LICENSES	57,214	55,086	46,405	46,405	
9251	BUILDING PERMITS	2,146,912	2,198,798	2,136,004	2,136,004	
9252	GRADING PERMITS	56,828	59,151	60,000	60,000	
9253	PLAN CHECK FEES	1,856,141	1,719,873	1,620,000	1,620,000	
9254	SUB PERMITS-MECH EL PLUMB	420,800	459,341	400,000	400,000	
9255	MINOR USE PERMIT APPLICATION	12,646	12,227	17,283	17,283	
9281	LAND USE PERMITS	576,934	608,885	920,621	920,621	
9282	PLOT PLANS	439,001	484,527	590,081	590,081	
9283	GENERAL PLAN AMENDMENTS	44,446	38,429	40,920	40,920	
9284	AGRICULTURAL PRESERVE FEE	12,622	20,017	39,472	39,472	
9285	SUBDIVISION PERMITS	352,941	533,190	526,967	526,967	
9286	SPECIFIC PLANS	1,988	12,631	16,500	16,500	
9287	FIBER OPTIC FEES	642,926	0	0	0	
9288	FINGER PRINTING FEES	11,125	10,215	11,000	11,000	
9289	EXPLOSIVE PERMITS	1,200	1,125	600	600	
9291	OTHER LICENSES AND PERMIT	90,326	129,697	175,170	175,170	
9292	GUN PERMITS	3,580	1,971	3,000	3,000	
9293	DOMESTIC VIOLENCE FEES	0	107,676	55,200	55,200	
9294	MARRIAGE LICENSES	5,978	5,982	6,000	6,000	
9295	BURIAL PERMITS	70,677	11,671	9,400	9,400	
9297	2840-MISC PERMITS	19,669	17,109	19,274	19,274	
	Total - LICENSES AND PERMITS	9,009,585	8,942,530	9,143,878	9,143,878	
	FINES, FORFEITURES AND PENALTIES					
9301	50% EXCESS MOE REVENUE-ST	(495,435)	(490,350)	(490,000)	(490,000)	
9303	LAND USE FINES	17,500	24,810	15,400	15,400	
9304	RED LIGHT - VC21453, 54, 57	1,072	1,799	1,000	1,000	
9308	CIVIL ASSESSMENT-PC1214.1	400,110	262,817	200,000	200,000	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9310	VEHICLE FORFEITURES-VC14607.6	450	1,371	500	500	
9312	PROBA DRUG FEE-PC1203.1AB	2,381	732	1,800	1,800	
9315	CHILD RESTRNT FEE-COUNTY	2,556	1,658	2,000	2,000	
9316	CHILD RESTRAINT FEE-CITY	2,318	2,117	2,700	2,700	
9320	BATTRD WM SHEL-PC1203.097	661	443	0	0	
9322	TRAFFIC SCH-VC42007.1($24)	292,440	304,611	200,000	200,000	
9323	CNTY FIX IT-VC 40611	20,778	25,523	18,000	18,000	
9324	COUNTY PARKING	3,480	5,094	4,000	4,000	
9325	CO-FAILURE TO APPEAR(FTA)	29,901	18,756	22,000	22,000	
9326	CO MOTOR VEH/CRIM FINES	719,248	846,687	745,000	745,000	
9330	DOMESTIC VIOLC-PC1203.097	100	0	0	0	
9333	CITIES FIX IT-VC40611	18,821	19,922	17,000	17,000	
9334	SMALL CLAIMS ADVISORY FEE	4,992	4,671	5,500	5,500	
9336	HEAD TRAUMA-VC27315	1,454	1,248	1,500	1,500	
9337	PA-EMERGENCY MED SERVICES	1,170	0	0	0	
9337	PA-EMERGENCY MED SERVICES	348,415	351,851	360,000	360,000	Emergcy Med Svcs
9339	SUPERIOR COURT FINES-BASE	27,913	10,545	14,000	14,000	
9342	SETTLEMENTS/JUDGEMENTS	0	781,954	90,000	90,000	
9345	BLDG CODE INVESTIG FEES	35,866	34,618	91,920	91,920	
9348	TRAFFIC SCHOOL FEES	1,016,371	1,111,533	995,000	995,000	
9351	ASSET FORFEITURES	0	0	10,000	10,000	
9353	VITAL STATS FEE-GC 26859	2,417	2,416	1,500	1,500	
9356	BLOOD ALCOHOL FINES	118,526	100,157	77,117	77,117	
9357	AIDS EDUCATION FINE-PC264	656	255	50	50	
9358	PENALTY AS-FINGERPRINT ID	133,935	146,125	137,599	137,599	
9360	SMALL CLAIMS FEES	17,435	17,635	15,000	15,000	
9365	FISH AND GAME FINES	1,500	0	3,000	3,000	Parks Spl Rev
9365	FISH AND GAME FINES	7,148	14,411	7,000	7,000	Fish & Game
9366	OFF-HIGHWAY MOTOR FINES	12,720	2,135	0	0	
9366	OFF-HIGHWAY MOTOR FINES	5,500	5,500	6,000	6,000	Parks Spl Rev
9371	AGRICULTURE FINES	6,584	3,985	0	0	
9372	BUSINESS & PROFESSIONS	(5,697)	(5,280)	0	0	
9373	HEALTH/SAFETY FINES/FORFT	16,453	14,461	16,800	16,800	
9375	LITTER CLEANUP	1,849	520	0	0	Parks Spl Rev
9379	CITIES- ALL MISDEMEANORS	36,853	50,959	45,000	45,000	
9380	FEES -ALCOHOL ABUSE & EDU	95,000	76,000	72,000	72,000	
9383	CITY MOTOR VEHICLE FINES	104,256	120,825	100,500	100,500	
9390	ST PENALTY F&GAME-PC1464	3,139	4,139	2,800	2,800	
9394	PENALTY AS-CRIM JUS CONST	2,045	22,299	0	0	
9394	PENALTY AS-CRIM JUS CONST	283,634	282,991	283,395	283,395	Cop Loan DS
9395	PENALTY AS-CTHS TEMP CONS	146,908	0	0	0	
9395	PENALTY AS-CTHS TEMP CONS	229,558	578,842	0	0	Capital Projects
9399	ST PENALTY ASSMNTS-PC1464	530,840	520,524	440,000	440,000	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9462	TRAFFIC SCH FEES-MADDY FUND	92,476	85,359	99,600	99,600	Emergcy Med Svcs
9463	ADM PENALTY-HS 25187	0	100,000	50,000	50,000	
9548	TRAFFIC SCHOOL FEES - CITY	32,680	31,847	25,000	25,000	
9549	ELECTRONIC MONITORING FEE	0	21	1,000	1,000	
9911	ELECTRIC DEREGULATION SETTLEMENT	1,275,160	443,285	0	0	
9911	ELECTRIC DEREGULATION SETTLEMENT	46,663	16,221	0	0	Road Fund
9911	ELECTRIC DEREGULATION SETTLEMENT	73,267	25,470	0	0	Library
	Total - FINES, FORFEITURES AND PENALTIES	5,724,067	5,983,512	3,690,681	3,690,681	
	USE OF MONEY AND PROPERTY					
9401	TRAN INTEREST REVENUE	914,979	775	0	0	
9408	INTEREST ON PROGRAM FUNDS	180,223	134,190	0	0	Capital Projects
9409	OTHER INTEREST	10,407	3,888	700	700	
9410	INTEREST	1,157,362	903,262	920,000	920,000	
9410	INTEREST	99,778	87,694	90,000	90,000	Road Fund
9410	INTEREST	542,328	354,747	200,000	200,000	Capital Projects
9410	INTEREST	11,205	7,047	11,200	11,200	Parks Spl Rev
9410	INTEREST	710	269	50	50	Wildlife Grazing
9410	INTEREST	3,000	1,851	2,000	2,000	Drinking Driver
9410	INTEREST	36,408	33,790	0	0	Org Effective
9410	INTEREST	254,747	164,441	0	0	Tax Reductn Res
9410	INTEREST	216,943	172,051	0	0	Automtn Replc
9410	INTEREST	85,540	63,569	0	0	Building Replcmt
9410	INTEREST	63,732	0	0	0	Comm Dev Pgm
9410	INTEREST	70,708	45,149	44,000	44,000	Library
9410	INTEREST	9,132	2,764	6,143	6,143	Emergcy Med Svcs
9410	INTEREST	3,491	1,438	3,000	3,000	Cal Hlth Ind Pgm
9410	INTEREST	151,714	98,207	0	0	Chldrn & Fam 1st
9410	INTEREST	224,335	144,444	100,000	100,000	Impact Fee
9410	INTEREST	233,360	179,552	0	0	Pub Fac Fees
9410	INTEREST	18,276	8,226	18,000	18,000	Co Med Svcs Prog
9410	INTEREST	0	14,756	0	0	POB- DSF
9421	COMMUNICATION LEASE FACIL	11,550	7,200	7,450	7,450	
9431	RENT-LAND/BLDG-SHORT TERM	92,742	96,727	96,389	96,389	
9431	RENT-LAND/BLDG-SHORT TERM	14,146	12,646	6,776	6,776	Parks Spl Rev
9431	RENT-LAND/BLDG-SHORT TERM	6,450	7,200	7,200	7,200	Library
9432	RENT-LAND/BLDG-LONG TERM	143,651	136,566	139,780	139,780	
9432	RENT-LAND/BLDG-LONG TERM	19,888	26,428	29,962	29,962	Parks Spl Rev
9434	FARM LAND RENT	420	325	0	0	
9434	FARM LAND RENT	1,916	1,901	1,965	1,965	Parks Spl Rev
9436	EQUIPMENT RENT	295	0	0	0	
9438	RENTAL OF VETERANS BLDGS.	78,669	69,030	80,000	80,000	
9438	RENTAL OF VETERANS BLDGS.	1,634	0	0	0	Parks Spl Rev

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
	Total - USE OF MONEY AND PROPERTY	4,659,739	2,780,133	1,764,615	1,764,615	
	AID FROM STATE GOVERNMENT					
8302	ST RLGN-SALES TX-SOC SRVC	5,569,744	5,550,917	6,012,731	6,012,731	
8303	ST RLGN-SALES TAX-M H	4,290,416	4,568,627	4,695,329	4,695,329	
8304	ST RLGN-SALES TAX-HEALTH	1,551,793	1,756,308	1,664,919	1,664,919	
8304	ST RLGN-SALES TAX-HEALTH	253,754	105,474	0	0	Co Med Svcs Prog
8305	ST REALGN- VLF	3,894,412	4,103,079	3,378,545	3,378,545	
8305	ST REALGN- VLF	2,218,446	2,366,726	2,472,200	2,472,200	Co Med Svcs Prog
8308	ST REALGN- VLF GROWTH	584,882	110,649	123,168	123,168	
8312	ST RLGN-VLF BASE RESTORTN	0	99,272	0	0	
8314	ST RLGN-CASELD GRWT-SOC S	0	40,314	0	0	
8324	SB90 STATE MANDATED COSTS	50,000	(50,015)	644,109	644,109	
8325	ST AID- DRUG/MENTL HEALTH	828,255	515,301	558,353	558,353	
8326	STATE AID- EXTRADITION	14,269	30,685	53,000	53,000	
8330	STATE AID FOR AGRICULTURE	988,332	1,079,934	1,011,941	1,011,941	
8332	ST AID-F/S COLLCTN INCENT	66,437	0	0	0	
8333	STATE AID-NUCLEAR PLANNG	844,690	798,876	998,344	998,344	
8333	STATE AID-NUCLEAR PLANNG	210	0	0	0	Parks Spl Rev
8334	STATE AID FOR DISASTER	0	10,391	0	0	
8334	STATE AID FOR DISASTER	0	7,615	0	0	Road Fund
8334	STATE AID FOR DISASTER	0	6,953	0	0	Parks Spl Rev
8335	STATE AID VETERAN AFFAIRS	75,670	65,061	70,000	70,000	
8336	HOMEOWNER PROP TAX RELIEF	788,975	790,974	799,626	799,626	
8336	HOMEOWNER PROP TAX RELIEF	9,704	9,733	10,745	10,745	Road Fund
8336	HOMEOWNER PROP TAX RELIEF	56,219	56,263	57,000	57,000	Library
8337	STATE REIMB-CMC/ASH CASES	365,941	260,661	494,000	494,000	
8339	ST AID-DRUG AND ALCOHOL	161,499	54,566	54,566	54,566	
8341	ST AID-INS FRAUD INVESTIG	73,290	64,958	70,721	70,721	
8342	ST AID-DMV-VEH CRIME INV	204,609	232,643	229,200	229,200	
8343	ST AID-PERINATAL T E F	243,724	243,724	243,724	243,724	
8346	ST AID-MEDICL INS INCENTV	23,213	0	0	0	
8347	STATE AWARDED GRANTS	1,780,871	923,081	1,426,895	1,413,411	
8347	STATE AWARDED GRANTS	0	12,600	0	0	Road Fund
8347	STATE AWARDED GRANTS	1,104	99,989	0	0	Capital Projects
8347	STATE AWARDED GRANTS	20,100	4,677	0	0	Parks Spl Rev
8347	STATE AWARDED GRANTS	20,668	34,226	34,226	34,226	Library
8347	STATE AWARDED GRANTS	0	169,000	0	0	Chldrn & Fam 1st
8348	ST AID-MANGD CARE-INPATNT	632,843	659,245	642,982	642,982	
8354	ST-PROP 10 TOBACCO TAX	2,065,038	2,273,939	0	0	Chldrn & Fam 1st
8356	STATE REIMB FOR DNA TESTING	180	1,028	1,200	1,200	
8358	ST AID-PROP 12 PARKS GRANT	106,835	353,878	0	0	
8358	ST AID-PROP 12 PARKS GRANT	110,269	0	0	0	Capital Projects

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
8358	ST AID-PROP 12 PARKS GRANT	32,403	196,163	0	0	Parks Spl Rev
8359	ST AID PROP 36 SUBSTANCE ABUSE GRANT	1,036,227	860,927	612,085	612,085	
8362	ST REV-PAROLE HOLDS	390,108	279,011	400,000	400,000	
8363	STATE COASTAL GRANT	9,230	87,379	208,986	208,986	
8363	STATE COASTAL GRANT	3,319	1,063	0	0	Capital Projects
8366	ST AID - ILLEGAL PLANT SUPPR	26,993	333,657	227,135	227,135	
8380	ST AID - CHILD SUP ADMIN	1,259,994	1,467,455	1,617,151	1,617,151	
8399	STATE AID - OTHER	812,989	770,990	1,008,921	1,008,921	
8399	STATE AID - OTHER	20,926	26,026	0	0	Capital Projects
8399	STATE AID - OTHER	205,141	103,065	101,699	101,699	Library
8401	STATE - WELFARE ADMIN.	30,849,785	30,967,018	31,028,600	31,041,819	
8402	STATE AID ADULT PROGRAMS	963,971	956,668	955,000	955,000	
8403	STATE AID-GAIN PROGRAM	360,532	(607,802)	0	0	
8405	STATE AID - ABATEMENT	29,867	30,406	30,000	30,000	
8411	ST AID-CS COLL-FOSTR CARE	27,012	71,002	75,120	75,120	
8412	MEDI-CAL:PATIENTS-ST +FED	6,309,024	6,326,580	6,277,052	6,630,058	
8414	ST-WELFARE ADMIN-PRIOR YR	(1,330,262)	(970,000)	0	0	
8416	ST AID - REIMB	45,273	0	0	0	
8430	ST AID-CALIF CHILDRN SRVC	952,301	1,026,761	1,195,237	1,195,237	
8432	STATE - HEALTH ADMIN.	1,822,486	1,639,831	974,798	974,798	
8434	ST AID-EPSDT-MENTAL HEALTH	1,716,688	1,989,033	2,335,342	2,335,342	
8438	ST AID-GAS TAX-UNCLAIMED	631,750	1,116,711	1,235,455	1,235,455	
8440	STATE - HIGHWAY USERS TAX	5,602,925	5,772,122	5,800,000	5,800,000	Road Fund
8442	STATE AID CONSTRUCTION	2,108,522	2,133,251	1,456,758	1,703,368	Road Fund
8443	TRANS DEV ACT SB 325	1,648,599	1,554,447	1,500,000	1,500,000	Road Fund
8447	ST AID-ISTEA EXCHANGE	578,060	0	1,156,120	1,156,120	Road Fund
8448	ST AID-PUBLIC SAFETY SRVC	15,052,636	16,937,504	16,537,501	16,537,501	
8450	ST AID-BICYCLE LANE ACCT	49,206	319,089	0	0	Capital Projects
8451	ST AID - TRAFFIC CONGESTION	644,764	0	0	0	Road Fund
8459	ST-MV EMISSION REDUCTION	0	0	4,651	4,651	Road Fund
8460	STATE-MOTOR VEH LIC FEE	16,749,665	12,864,727	17,000,000	0	
8460	STATE-MOTOR VEH LIC FEE	53,366	36,445	12,300	12,300	Road Fund
8460	STATE-MOTOR VEH LIC FEE	233,888	159,726	180,000	180,000	Library
8462	OTHER STATE IN-LIEU TAXES	795	691	800	800	
8465	OPEN SPACE SUBVENTION	1,125,138	1,119,345	1,120,000	1,120,000	
8467	ST-10% REST FINE REBATE	8,674	7,708	12,000	12,000	
8469	ST-10% SBOC VOC REBATE	5,994	4,911	5,000	5,000	
8483	CHIP HOSPITAL	285,089	143,271	128,944	128,944	Cal Hlth Ind Pgm
8484	CHIP NON-CO HOSPITAL	71,668	46,112	41,500	41,500	Cal Hlth Ind Pgm
8487	CHIP PHYSICIANS - EMS	(2)	0	0	0	Cal Hlth Ind Pgm
8489	CHIP UNALLOCATED	84,150	4,655	4,119	4,119	Cal Hlth Ind Pgm
8490	ST AID - SLESF	1,686,743	1,365,195	917,345	927,345	
8495	ST-AB818 PROPERTY TAX ADMIN	930,203	770,076	736,288	736,288	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
8496	ST AID-PASS THRU GRANTS	1,650,205	1,514,232	736,574	736,574	
8599	PRIOR YR ST GRANT PROCEEDS	83,854	0	0	0	
	Total - AID FROM STATE GOVERNMENT	122,726,291	118,836,803	121,380,005	104,989,356	
	AID FROM FEDERAL GOVERNMENT					
8601	FED AID ENTITLEMNT LAND	511,378	1,179,835	582,000	582,000	
8603	FEDERAL AID-STORM DAMAGE	0	349,369	0	0	
8603	FEDERAL AID-STORM DAMAGE	486,125	26,475	0	0	Road Fund
8603	FEDERAL AID-STORM DAMAGE	0	28,031	0	0	Parks Spl Rev
8604	FEDERAL - HEALTH ADMIN	3,871,948	3,779,774	3,766,438	3,891,438	
8605	FEDERAL AID CONSTRUCTION	790,112	3,894,674	5,796,760	5,796,760	Road Fund
8605	FEDERAL AID CONSTRUCTION	36,726	0	0	0	Capital Projects
8606	FEDERAL AID FOR DISASTER	(47,921)	499,700	0	0	Road Fund
8607	FEDERAL FOREST RESERV REV	10,875	11,005	0	0	Road Fund
8608	FEDERAL GRAZING FEES	7,279	3,208	5,000	5,000	Wildlife Grazing
8613	FED AID-DRUG FREE SCH/COM	48,169	159,890	196,627	196,627	
8616	FED AID-CS COLL-FOSTER CR	22,460	0	0	0	
8618	FEDERAL AID-COPS AHEAD	112,391	91,609	0	0	
8621	FED AID-LLEBG GRANT	83,526	26,908	0	0	
8622	FED AID - REIMB	47,655	68,699	70,000	70,000	
8624	FED AID - IDEA FUNDS	0	500,366	500,366	720,366	
8631	FEDERAL FUNDS - CDBG	0	3,284,770	2,526,000	2,526,000	Comm Dev Pgm
8632	FEDERAL FUNDS - HOME	0	1,340,090	1,501,000	1,501,000	Comm Dev Pgm
8633	FEDERAL FUNDS - ESG	0	96,109	94,558	94,558	Comm Dev Pgm
8634	FEDERAL FUNDS - SNAP	0	278,521	0	0	Comm Dev Pgm
8652	FEDERAL AID - SEC 108 FR TRUST	30,786	0	0	0	Comm Dev Pgm
8654	FED AID - SCAAP PASS THRU	13,413	337,515	30,000	215,810	
8655	FED AID-DRUG AND ALCOHOL	1,634,076	1,619,015	1,593,894	1,593,894	
8656	FEDERAL-GRANTS	986,342	1,724,159	1,606,803	1,606,803	
8656	FEDERAL-GRANTS	0	11,699	0	0	Capital Projects
8656	FEDERAL-GRANTS	4,614,355	0	0	0	Comm Dev Pgm
8656	FEDERAL-GRANTS	2,888	42,397	0	0	Library
8658	FEDERAL AID - ENVIRONMENT	1	389	0	0	
8659	FEDERAL AID - OTHER	99,573	234,404	103,769	103,769	
8660	FEDERAL - WELFARE ADMIN	27,348,996	30,956,091	31,775,676	31,823,593	
8662	FEDERAL AID - ABATEMENT	28,611	20,918	21,000	21,000	
8663	FEDERAL AID-GAIN PROGRAM	(526,947)	76,622	0	0	
8667	FED AID-NUTRITION PROGRAM	78,341	78,792	60,000	60,000	
8668	FED AID-PERINTL SETASIDE	65,224	71,477	71,472	71,472	
8671	FED AID - HUD GRANTS	191,940	10,860	0	0	
8672	FED AID - PUBLIC HEALTH SECURITY	225,756	754,743	639,594	639,594	
8680	FED AID-CHILD SUP ADMIN	2,942,243	3,390,961	3,139,175	3,139,175	
8682	FED AID-INCENTIVES	386,456	402,668	1,116,944	1,116,944	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
	Total - AID FROM FEDERAL GOVERNMENT	44,102,777	55,351,743	55,197,076	55,775,803	
	AID FROM OTHER GOVERNMENT AGENCIES					
8701	OTHER GOVT AGENCY REVENUE	528,077	943,955	1,703,367	1,745,367	
8701	OTHER GOVT AGENCY REVENUE	0	200,000	0	0	Road Fund
8701	OTHER GOVT AGENCY REVENUE	321,916	326,106	0	0	Comm Dev Pgm
8805	OTHER GOV'T: RDA PASS THRU	568,216	641,715	724,721	724,721	
8805	OTHER GOV'T: RDA PASS THRU	16,383	19,404	23,000	23,000	Library
	Total - AID FROM OTHER GOVERNMENT AGENCI	1,434,592	2,131,180	2,451,088	2,493,088	
	TOTAL AID FROM GOVERNMENTAL AGENCIES	168,263,660	176,319,726	179,028,169	163,258,247	
	CHARGES FOR CURRENT SERVICES					
9492	BILLINGS OH-OUTSIDE AGENCIES	(7,063)	314,835	177,008	177,008	
9497	OTHER BILLINGS TO COURTS	623,517	692,225	653,323	653,323	
9497	OTHER BILLINGS TO COURTS	6,604	2,628	0	0	Org Effective
9498	SHERIFF BLNGS - COURT SECUR	2,082,751	2,219,649	2,334,784	2,334,784	
9499	BILLINGS TO OUTSIDE AGENCIES	282,152	314,977	252,899	252,899	
9499	BILLINGS TO OUTSIDE AGENCIES	50,101	26,000	0	0	Parks Spl Rev
9499	BILLINGS TO OUTSIDE AGENCIES	180,738	180,736	180,736	180,736	Cal Hlth Ind Pgm
9499	BILLINGS TO OUTSIDE AGENCIES	0	44,390	0	0	Chldrn & Fam 1st
9537	FEES-YOUNG ADULTS PROGRAM	0	75,779	60,288	60,288	Drinking Driver
9539	ROAD TRANSVERSE CUT FEE	7,556	9,892	7,000	7,000	Road Fund
9541	ROAD LONGITUDE CUT FEE	602	888	0	0	Road Fund
9547	EXTD FIRST OFFENDER FEES	135,455	111,946	114,086	114,086	Drinking Driver
9551	AFFORDABLE HOUSING FEE TRANSFERRED	(42,819)	(33,101)	(30,000)	(30,000)	Pub Fac Fees
9555	PREAPPLICATION PROCESS	7,536	9,964	8,407	8,407	
9555	PREAPPLICATION PROCESS	0	30	0	0	Capital Projects
9558	FRANCHISE APPLIC REVIEW	18,577	0	0	0	
9559	FLOOD HAZARD FEES	977	549	802	802	
9562	TR CT TRUST-GC26823	168	17	10	10	
9564	TR CT TRUST-GC26827.4	1,131	1,917	1,000	1,000	
9565	TR CT TRUST-GC26830	39,423	26,997	24,000	24,000	
9566	TR CT TRUST-GC26833.1	3,787	5,185	3,000	3,000	
9567	TR CT TRUST-GC26835.1	4	4	0	0	
9572	TR CT TRUST-GC26851.1	0	9	0	0	
9573	TR CT TRUST - GC26852.1	61	7	0	0	
9575	TR CT TRUST - GC26855.4	0	2	0	0	
9578	TR CT TRUST-GC72060	7	1	0	0	
9581	AFFORDABLE HOUSNG IN-LIEU	42,340	33,101	30,000	30,000	Pub Fac Fees
9582	FIRE SUPPRESSION/COST REI	1,322	40	0	0	
9585	PUB FAC FEE-LIBRARY	319,774	346,815	320,000	320,000	Pub Fac Fees
9586	WITNESS/DEPOSITION FEES	150	0	0	0	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9587	AMBULANCE REIMBURSEMENT	105,575	146,605	141,900	141,900	
9588	INMATE ASSISTANCE REIMBRS	245	418	500	500	
9589	BOOKING FEES-INDIVIDUALS	45,883	44,929	42,000	42,000	
9591	PUBLIC EDUCATION GOV'T ACCESS FEE	(35,570)	64,824	0	0	
9592	MONITORING FEE-PC1203.1B	143,230	156,525	210,500	210,500	
9593	FED AID-F/S COLL INCENTIV	100,330	172,960	147,193	147,193	
9595	DIVERSN MONITRG-PC1001.53	454	1,253	0	0	
9596	MITIGATION FEE-AIR	888	884	63,190	63,190	
9601	CHANGE OF PLEA	650	486	600	600	
9602	PROBA MGMNT FEE-ADULTS	10,270	11,239	15,000	15,000	
9605	SENTENCING REPORT FEE	65,690	73,467	99,400	99,400	
9606	RESTITN COLL FEE-PC1203.1	31,930	43,036	37,500	37,500	
9607	RECORD SEALING FEE	1,728	1,363	1,300	1,300	
9609	RED INSTALLMENT PLAN FEE	1,274	975	1,940	1,940	
9610	ADMINISTRATIVE SERVICES	976,220	1,190,873	1,306,717	1,306,717	
9611	SPECIAL ASSESSMENT FEES	123,242	146,594	146,800	146,800	
9612	ASSESSMNT APPORTNMNT FEES	5,029	1,211	3,000	3,000	
9613	PROP.REDEMPT.SEARCH FEES	25,200	14,868	16,375	16,375	
9619	PUBLIC DEFENDR SRVS-ADULT	0	531	8,000	8,000	
9624	AIRCRAFT FILING FEE	90	0	0	0	
9625	ELECTION SERVICES	318,344	45,892	220,000	220,000	
9627	DEFERRED ENTRY OF JUDGMENT	63,952	49,416	66,000	66,000	
9627	DEFERRED ENTRY OF JUDGMENT	57,020	2,295	0	0	Drinking Driver
9631	SEGREGATIONS FEE	150	0	0	0	
9632	DMV DELINQUENT VESSEL FEE	238	465	300	300	
9633	UNSEC DELINQUENT COLL FEE	13,152	18,428	40,000	40,000	
9634	OTHER COURT-ORDERED REIMB	3,010	2,520	2,000	2,000	
9635	LEGAL SERVICES	62,143	53,451	79,750	79,750	
9637	INVOLUNTARY LIEN NOTICES	9,072	12,166	8,000	8,000	
9638	INSTALLMENT FEES	18	0	0	0	
9639	PROCESSING FEES	25,828	30,380	29,580	29,580	
9641	ENVIRONMNTL ASSESSMT FEES	123,643	71,916	68,287	68,287	
9641	ENVIRONMNTL ASSESSMT FEES	12	0	0	0	Road Fund
9643	LAFCO PROCESSING FEES	500	6,500	4,000	4,000	
9644	PUBLICATION FEES	1,028	713	690	690	
9645	PLANNING/ENGINEERING SVCS	2,955	2,124	985	985	Road Fund
9646	ROAD PERMIT FEES	12,386	12,993	10,648	10,648	Road Fund
9647	FILING FEES-CORNER RECORD	1,506	1,498	1,500	1,500	
9648	LOT LINE ADJUSTMENTS	5,129	11,507	15,409	15,409	
9652	ROAD IMPACT FEES	2,387,357	2,934,367	3,975,000	3,975,000	Impact Fee
9654	ALLOCATION ADMIN FEE	121,015	59,250	127,500	127,500	
9655	ITD BILL OUTSIDE AGENCIES	232,225	271,880	292,796	292,796	
9656	ITD BILL OUTSIDE AGENCIES COMM	172,034	210,273	215,438	215,438	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9658	FIRE PROTECTION SERVICES	195,449	224,666	236,322	236,322	
9659	PUB FACIL FEE-FIRE	828,575	724,568	750,000	750,000	Pub Fac Fees
9660	RECORDERS FEE GC27361.4	367,294	357,944	200,000	200,000	
9661	AGRICULTURAL SERVICES	98,777	76,767	79,200	79,200	
9662	RODENT CONTROL	47,658	54,354	42,000	42,000	
9663	HOME DETENTION PROGRAM	73,800	79,865	55,000	55,000	
9665	STANDARDIZATION INSPECTS	2,350	2,943	6,100	6,100	
9668	ALTERNATIVE WORK PROG REV	49,791	58,089	53,000	53,000	
9669	WEEKENDER PROGRAM	45,640	52,751	50,000	50,000	
9670	CIVIL PROCESS SERVICE	153,824	99,910	110,000	110,000	
9675	COURT FEES AND COSTS	711	0	0	0	
9677	REIMB JUV COURT PROF FEES	11,856	50,192	24,000	24,000	
9680	ESTATE FEES	5,313	7,128	7,000	7,000	
9681	GUARDIANSHIP FEES	111,546	112,777	112,000	112,000	
9682	REPRESENTATIVE PAYEE FEES	20,490	18,646	20,000	20,000	
9685	HUMANE SERVICES	83,343	73,969	65,200	65,200	
9686	IMPOUND FEES	40,999	46,184	48,000	48,000	
9687	BOARDING FEES	25,101	32,252	26,000	26,000	
9688	ANIMAL PLACEMENT	48,790	48,755	57,000	57,000	
9689	ANIMAL PICK-UP (CARCASS)	0	222	0	0	
9690	LAW ENFORCEMENT SERVICES	66,461	69,121	60,000	60,000	
9691	BOOKING FEES (SB 2557)	370,278	353,495	350,000	350,000	
9692	CHILDREN PROTECTION FEES	70,000	60,000	60,000	60,000	
9693	RECORDER'S SPECL PROJECTS	199,487	305,845	437,287	437,287	
9694	RECORDG FEE-MICROGRAPHICS	66,145	64,284	104,742	104,742	
9695	RECORDING FEES	1,871,266	1,827,082	1,199,943	1,199,943	
9696	RECORDING FEES-VHS	1,544	5,658	12,786	12,786	
9699	CHANGE OF OWNERSHIP FEE	15,600	17,360	10,000	10,000	
9701	PUB FACIL FEE-PARKS	1,397,876	1,492,881	1,535,453	1,535,453	Pub Fac Fees
9702	PUB FACIL FEE-GEN GOVT	655,197	679,636	650,000	650,000	Pub Fac Fees
9703	PUB FAC FEE-LAW ENFORCE	152,312	159,228	150,000	150,000	Pub Fac Fees
9704	DEVELOPMENT FEE- ADMIN	103,746	117,877	94,414	94,414	
9704	DEVELOPMENT FEE- ADMIN	0	1,470	0	0	Parks Spl Rev
9705	SEPARATE TAX BILL COSTS	41,321	46,374	39,400	39,400	
9707	ROAD ABANDNMT REQUEST FEE	100	50	0	0	Road Fund
9708	REIMB FOR PROJ COSTS	6,139	0	0	0	
9709	ENCROACHMENT PERMIT FEES	36,595	68,132	46,680	46,680	Road Fund
9710	ROAD ABANDONMENT FEE	2,937	34,240	114,945	114,945	
9710	ROAD ABANDONMENT FEE	400	200	0	0	Road Fund
9712	CURB & GUTTER WAIVERS	31,458	39,934	11,576	11,576	Road Fund
9713	VENDING MACHINE REVENUE	50	63	0	0	
9714	COIN TELEPHONE COMMISSION	5,336	2,070	3,500	3,500	
9714	COIN TELEPHONE COMMISSION	24	40	225	225	Parks Spl Rev

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9714	COIN TELEPHONE COMMISSION	4	63	40	40	Library
9718	EXAM FEES-CHILDREN	27,710	18,726	0	0	
9720	OBSTETRICAL SERVICES	314,290	427,431	0	0	
9721	NURSING FEES	368,353	332,595	438,100	438,100	
9722	HOME HEALTH NURSING FEES	53,548	65,024	69,204	69,204	
9723	LABORATORY SERVICES	647,970	588,065	3,821,175	3,821,175	
9724	SUPPLEMENTAL ROLL-5% ADMN	735,740	766,926	735,000	735,000	
9725	MENTAL HEALTH SVCS-MEDICARE	780,587	168,124	115,000	115,000	
9726	SECOND CHANCE CHARGES-ALC	429,413	443,971	436,189	436,189	Drinking Driver
9727	ALCOHOLISM SERVICES	98,082	121,837	139,000	232,184	
9728	COBRA MED INS ADMIN FEE	682	788	700	700	
9729	PROP TAX ADMIN FEE-SB2557	1,053,013	1,190,034	1,190,740	1,190,740	
9730	ENVIRONMENTAL HEALTH SERVICES	1,215,183	1,297,128	1,253,891	1,280,891	
9732	INST CARE/SERV-CASH	0	450	0	0	Parks Spl Rev
9734	INST CARE/SERV-REFUNDS	0	344	0	0	Parks Spl Rev
9738	MEDICAL REMB SERV/PAT CAR	370,056	399,340	1,574,500	1,574,500	
9740	CUTS & COMBINATN REQUESTS	4,935	5,985	3,500	3,500	
9741	ADOPTION FEES	6,500	7,500	3,000	3,000	
9741	ADOPTION FEES	(5)	0	0	0	Library
9744	RECORDING FEE-INFO SYSTEM	0	3,701	0	0	
9745	CALIF CHILDREN SERVICES	24,598	35,000	35,000	35,000	
9746	STATE - TAX ADMIN	40	0	0	0	Parks Spl Rev
9747	INST.CARE-JUVENILE HALL	18,819	44,767	30,000	30,000	
9748	MENTAL HLTH SVCS-INSURANCE	810,528	185,976	204,000	204,000	
9749	INSTITUTIONAL CARE/SERVCE	810	600	700	700	
9751	LOST-DAMAGED MATERIALS	8	0	0	0	
9751	LOST-DAMAGED MATERIALS	20,835	18,444	20,000	20,000	Library
9752	LIBRARY SERVICES	210,467	194,167	180,000	180,000	Library
9753	FIRST OFFENDER FEES	368,566	450,616	420,228	420,228	Drinking Driver
9757	COPYING FEES	29,558	31,973	9,750	9,750	
9757	COPYING FEES	248	0	0	0	Parks Spl Rev
9757	COPYING FEES	21,528	19,527	20,000	20,000	Library
9758	LIBRARY REQUEST FEES	27,359	29,486	25,000	25,000	Library
9760	MOTION FEE-GC26830(A)	2,369	6,933	5,000	5,000	
9762	CAMPING FEES	330,022	362,849	382,264	382,264	Parks Spl Rev
9763	DAILY PASSES	81,557	54,254	124,352	124,352	Parks Spl Rev
9764	GROUP ENTRANCE FEES	(160)	0	0	0	
9764	GROUP ENTRANCE FEES	94,605	90,888	115,915	115,915	Parks Spl Rev
9765	SEASON PASSES	12,915	25,374	36,647	36,647	Parks Spl Rev
9766	SEASON BOAT LICENSES	29,475	14,529	23,274	23,274	Parks Spl Rev
9767	DAILY BOAT PASSES	14,153	15,634	28,490	28,490	Parks Spl Rev
9768	INCOME FROM CONCESSIONS	10,158	10,712	10,000	10,000	
9768	INCOME FROM CONCESSIONS	83,165	81,633	70,957	70,957	Parks Spl Rev

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9769	SWIMMING POOL FEES	51,267	65,420	68,143	68,143	Parks Spl Rev
9770	MOTION SUM JDG-GC	10,500	9,800	8,000	8,000	
9771	DOG/DAY USE	9,634	9,263	6,267	6,267	Parks Spl Rev
9772	SHOWERS/LOCKERS	21,171	22,883	17,800	17,800	Parks Spl Rev
9775	MOBL HOME DUP TX CLEARNCE	326	211	240	240	
9776	PARKLAND FEE (QUIMBY FEE)	200,213	123,652	0	0	
9776	PARKLAND FEE (QUIMBY FEE)	264,058	74,525	0	0	Capital Projects
9776	PARKLAND FEE (QUIMBY FEE)	158,840	6,160	400,000	400,000	Parks Spl Rev
9778	OTHER CLERK FEES	297,688	322,199	185,000	185,000	
9779	BOARD CLERK FEES	15,852	12,953	16,000	16,000	
9780	COUNTY CIVIL FEES	26,218	19,131	12,000	12,000	
9781	MISCELLANEOUS FEES	7,395	787	800	800	
9781	MISCELLANEOUS FEES	12,164	13,846	1,977	1,977	Parks Spl Rev
9781	MISCELLANEOUS FEES	93,401	44,522	46,239	46,239	Drinking Driver
9782	REIMB OTHR CNTY-VENUE CNG	0	130	0	0	
9783	HAZARDOUS WASTE REVENUES	11,606	24,624	0	0	
9785	MONUMENTATION FEES	42,083	53,347	91,034	91,034	
9786	DRAINGE RVW-PLOT/SITE PLN	56,492	61,092	74,681	74,681	
9787	RECREATIONAL PROGRAMS	2,850	5,833	1,690	1,690	Parks Spl Rev
9789	OTHER RECREATIONAL FEES	0	13,250	0	0	Parks Spl Rev
9791	DEVELOPMENT PLAN INSPECTN	63,984	116,110	133,878	133,878	
9792	PAR MAP CHECKING THRU T/A	29,642	68,216	55,956	55,956	
9793	TR MAP CHECKING THRU T/A	70,666	192,967	224,063	224,063	
9797	ROAD EXCPTN REQ-TRACT MAP	290	0	0	0	
9798	RECORDS OF SURVEY FEES	26,012	31,755	47,244	47,244	
9799	OTHER SERVICE CHARGES	147,115	119,573	95,330	95,330	
9808	MENTAL HLTH SVCS-SELF PAY	0	19,986	30,000	30,000	
9809	PROGRAM REV - CHILD&FAMILIES	827,010	897,318	1,013,145	1,013,145	
9809	PROGRAM REV - CHILD&FAMILIES	199,285	110,736	100,000	100,000	Cal Hlth Ind Pgm
9811	TIEDOWN & HANGARS FEES	0	6	0	0	Parks Spl Rev
9822	CONSTRUCTION/DEMOLITION FEE	0	0	0	65,736	
9851	SERVICE CHARGES	1,256,648	1,137,139	1,392,362	1,392,362	Parks Spl Rev
9851	SERVICE CHARGES	25	0	0	0	Library
9859	WATER SALES FOR RESALE	4,385	104	23,047	23,047	
9862	WATER SALES-OTHER	0	300	0	0	
9899	OTHER REVENUE	0	0	192,204	192,204	
9950	BOOK,PAMPHLT,BROCHR SALES	14,637	15,122	20,500	20,500	
9950	BOOK,PAMPHLT,BROCHR SALES	3,515	0	3,100	3,100	Library
9951	MAP SALES	22,911	16,078	14,764	14,764	
9956	PUB INFO SALE-COMP FILES	51,449	37,753	27,650	27,650	
9975	PM INSPECT-IMP PLANS P11E	52,669	88,301	87,102	87,102	
9976	TM INSPECT-IMP PLANS P11D	162,827	360,327	268,240	268,240	
9997	TOBACCO SETTLEMENT	1,767,222	2,140,336	1,819,222	1,892,222	

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9997	TOBACCO SETTLEMENT	725,000	882,305	725,000	725,000	Emergcy Med Svcs
	Total - CHARGES FOR CURRENT SERVICES	31,280,239	32,353,033	37,083,208	37,342,128	
	OTHER REVENUES					
8201	ITD BLLNGS- VOICE COMMUNICATIONS	282,394	227,311	275,020	275,020	
8202	ITD BILLINGS-NETWORKED SERVICES	254,178	277,467	353,505	353,505	
8203	ITD BILLINGS-RADIO/COMMNS	15,462	22,139	18,165	18,165	
8204	GEN SRVS BLNG-CUST/MAINT	45,334	35,763	0	0	
8205	GEN SRVS BLNG-POSTAGE	102,992	73,220	99,917	99,917	
8211	GARG BILLNG-VEHICLE COSTS	0	14,389	0	0	
8214	INS BLLNG TO COUNTY AGCY	648,976	302,163	262,167	262,167	
8215	DEPT BILLINGS-GEN CO OH	1,853,893	2,070,392	1,900,948	1,900,948	
8215	DEPT BILLINGS-GEN CO OH	1,373,311	833,865	1,000,000	1,000,000	Automtn Replc
8215	DEPT BILLINGS-GEN CO OH	826,384	746,519	855,712	855,712	Building Replcmt
8218	MAINT PROJECT BILLINGS	410,361	206,984	481,700	481,700	
8219	CIP/FIXED ASSET BILLINGS	363,393	185,297	160,000	160,000	
8219	CIP/FIXED ASSET BILLINGS	51,152	308,496	460,200	460,200	Capital Projects
8221	REIMBURSEMENTS-AIRPORT FA	92,700	0	0	0	
8222	SUPPRT BLNG TO GOVTL AGCY	3,135,242	3,595,934	4,755,599	4,851,599	
8222	SUPPRT BLNG TO GOVTL AGCY	83,367	56,564	74,411	74,411	Parks Spl Rev
8222	SUPPRT BLNG TO GOVTL AGCY	19,046	6,885	0	0	Drinking Driver
8222	SUPPRT BLNG TO GOVTL AGCY	168,794	101,918	64,559	64,559	Co Med Svcs Prog
8222	SUPPRT BLNG TO GOVTL AGCY	634,168	632,730	633,436	633,436	Cop Loan DS
8225	PARKS BILLNGS-GRNDS/MAINT	133,432	142,388	186,878	186,878	Parks Spl Rev
8232	BILLNGS-PASS THRU GRANTS	0	359,640	400,000	400,000	
8234	ITD BILLINGS - DAS	198,140	0	0	0	
8241	SHERIFF BILLINGS FOR SECURITY	303,497	289,676	246,412	246,412	
8246	ITD BILLINGS-ENTERPRISE SERVICES	48,443	2,690	43,368	43,368	
8247	ITD BILLINGS-DEPARTMENTAL SERVI	45,494	54,532	178,492	178,492	
8249	ROADS IMPACT FEES	1,342,509	4,634,196	2,686,666	2,686,666	Road Fund
8252	INTERFD BLLNGS-WATER	20,885	25,970	0	0	
8253	BLG - MAJOR SYSTEM DEVELOP	0	1,191,832	1,567,943	1,567,943	
9903	SEMINAR/CONF/WORKSHOP FEE	55,374	52,076	53,000	53,000	
9908	SETTLEMENTS-ENVIRONMENTAL	0	0	92,432	92,432	
9927	LIBRARY CARD ACCESS FEES	4,621	6,102	6,000	6,000	
9930	REV APPLICABLE PRIOR YRS	202,333	40,996	0	0	
9930	REV APPLICABLE PRIOR YRS	72,965	233,624	0	0	Road Fund
9930	REV APPLICABLE PRIOR YRS	0	(414,558)	0	0	Capital Projects
9930	REV APPLICABLE PRIOR YRS	(25,000)	0	0	0	Comm Dev Pgm
9930	REV APPLICABLE PRIOR YRS	246,934	0	0	0	Emergcy Med Svcs
9930	REV APPLICABLE PRIOR YRS	(1,878)	0	0	0	Impact Fee
9931	REF/ADJ-PRIOR YEAR EXPENS	41,389	30,686	0	0	
9931	REF/ADJ-PRIOR YEAR EXPENS	199	0	0	0	Parks Spl Rev

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9932	REIMBURSEMENTS-ASSISTANCE	402,003	725,343	684,167	684,167	
9936	REFUNDS/EXCISE TAX	163	8,264	0	0	
9936	REFUNDS/EXCISE TAX	232,719	272,692	0	0	Capital Projects
9936	REFUNDS/EXCISE TAX	0	(31)	0	0	Parks Spl Rev
9937	TAX DEPT RETRND CHECK FEE	5,668	5,700	6,210	6,210	
9940	SALE OF FIXED ASSETS	14,534	12,600	19,000	19,000	
9942	SALE OF REAL PROPERTY	0	31,000	0	0	
9944	ADV COSTS TX DEEDED PROP	1,390	560	1,243	1,243	
9948	REIMBURSEMENT-CO DEPT/FND	377	0	0	0	
9948	REIMBURSEMENT-CO DEPT/FND	50,481	0	0	0	Library
9949	OTHER REIMBURSEMENTS	184,216	267,878	154,441	154,441	
9949	OTHER REIMBURSEMENTS	23,335	28,500	0	0	Road Fund
9949	OTHER REIMBURSEMENTS	0	10,000	0	0	Parks Spl Rev
9949	OTHER REIMBURSEMENTS	0	227	0	0	Drinking Driver
9953	EMPLOYEE REIMBURSEMENTS	1,698	1,083	1,350	1,350	
9954	EMPL MEALS/IN-HOUSE FOOD	3,883	4,165	3,100	3,100	
9955	OTHER SALES	650	640	800	800	
9955	OTHER SALES	13,230	9,415	0	0	Capital Projects
9955	OTHER SALES	435	125,695	0	0	Parks Spl Rev
9958	NUISANCE ABATEMENT	56,415	42,703	48,424	48,424	
9959	SERVICE CHGE RETRND CHKS	15,052	15,577	14,414	14,414	
9959	SERVICE CHGE RETRND CHKS	30	0	0	0	Road Fund
9959	SERVICE CHGE RETRND CHKS	705	0	0	0	Drinking Driver
9960	OTHER REVENUE	592,203	1,218,131	1,248,404	1,248,404	
9960	OTHER REVENUE	54,359	202,340	0	0	Road Fund
9960	OTHER REVENUE	17,369	9,510	660	660	Parks Spl Rev
9960	OTHER REVENUE	0	6,850	0	0	Org Effective
9960	OTHER REVENUE	152	14,216	0	0	Library
9961	1915 BOND ACT ASSESSMENT	6,120	6,215	6,235	6,235	
9967	CONTRIBUTIONS - NON GOVTL	38,776	17,395	26,500	26,500	
9967	CONTRIBUTIONS - NON GOVTL	89,209	55,771	0	0	Library
9968	GRANTS: NON-GOVERNMENTAL	0	(40)	0	0	
9968	GRANTS: NON-GOVERNMENTAL	500	0	0	0	Library
9968	GRANTS: NON-GOVERNMENTAL	0	83,660	0	0	Chldrn & Fam 1st
9969	BAD DEBT RECOVERY	(447)	22	0	0	
9969	BAD DEBT RECOVERY	1,337	1,779	0	0	Parks Spl Rev
9972	COUNTY CONTRIBUTIONS	0	4,688,391	4,700,000	4,700,000	POB- DSF
9977	MICROFILM	142,514	184,197	260,040	260,040	
9978	ANNEXATION BUY-IN FEE	2,321	0	0	0	
9980	CASH OVERAGES	8,724	9,968	2,700	2,700	
9980	CASH OVERAGES	104	209	125	125	Parks Spl Rev
9980	CASH OVERAGES	113	147	150	150	Library
9987	SETTLEMNTS,DAMAGES,&REST.	1,040	477	0	0	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 5

ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND

BUDGET FOR THE FISCAL YEAR 2004-05

ACCT	REVENUE CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)	FUND (6)
9987	SETTLEMNTS,DAMAGES,&REST.	100,134	200,032	0	0	Parks Spl Rev
9989	DEPT BILLINGS - CUSTODIAL MAINT	1,110	0	0	0	
9993	SUPPORT BLNG TO NON-GOVTL	316,061	470,595	0	0	Comm Dev Pgm
9994	GRANTS - HUD ENTITLEMENT	0	33,950	0	0	
	Total - OTHER REVENUES	15,429,167	25,113,712	24,034,493	24,130,493	
	TOTAL COUNTY REVENUES	313,724,481	349,815,158	339,677,591	341,262,589	
	OTHER FINANCING SOURCES					
8801	TRANSFER IN - GF MED ASST PROG	0	507,432	979,432	979,432	Co Med Svcs Prog
8802	PROCEEDS OF LT DEBT-CAPTL	20,492,773	0	0	0	Capital Projects
8810	TRANSFERS IN FROM GEN FND	4,600,000	4,300,000	4,300,000	4,300,000	Road Fund
8810	TRANSFERS IN FROM GEN FND	47,500	1,600,000	0	0	Capital Projects
8810	TRANSFERS IN FROM GEN FND	2,441,141	2,441,141	2,441,141	2,441,141	Parks Spl Rev
8810	TRANSFERS IN FROM GEN FND	350,000	350,000	200,000	200,000	Org Effective
8810	TRANSFERS IN FROM GEN FND	375,017	414,056	427,231	427,231	Library
8811	TRANSFERS IN-CAPTL PROJ	75,000	0	0	0	
8816	PROCEEDS OF GF INTERNAL LOAN	213,764	122,017	0	0	
8817	INTERNAL LOAN REPAYMENT-PRIN	203,414	452,051	0	0	
8817	INTERNAL LOAN REPAYMENT-PRIN	50,000	50,000	100,000	100,000	Parks Spl Rev
8818	INTERNAL LOAN REPAYMENT-INT	55,080	60,611	0	0	
8818	INTERNAL LOAN REPAYMENT-INT	2,932	0	0	0	Capital Projects
8821	TRANSFER IN FR AUTOMATION REPL FUND	793,664	215,000	0	0	
8822	OPERATING TRANSFERS IN	0	2,000,000	0	0	Capital Projects
8826	TRANSFERS IN FOR PRIN/INT	0	0	488,725	488,725	Cop Loan DS
8834	TRANSFR IN OF GF DESIGNATN	2,000,000	0	0	0	Capital Projects
8834	TRANSFR IN OF GF DESIGNATN	1,000,000	0	0	0	Org Effective
8848	TRFR IN FOR DEBT SERVICE	0	468,961	0	0	Cop Loan DS
8849	TRFR IN-PROJ FROM BU 2207	3,263,311	0	0	0	
8851	OPR TRF IN - PFF LIBRARY	21,679	14,369	0	0	Capital Projects
8851	OPR TRF IN - PFF LIBRARY	4,538	25,073	0	0	Library
8852	OPR TRF IN - PFF FIRE	115,000	0	0	0	
8852	OPR TRF IN - PFF FIRE	184,338	186,893	0	0	Capital Projects
8853	OPR TRF IN - PFF PARKS	3,247	285	0	0	
8853	OPR TRF IN - PFF PARKS	711,276	955,879	0	0	Capital Projects
8853	OPR TRF IN - PFF PARKS	1,644	423,808	20,000	20,000	Parks Spl Rev
8855	OPR TRF IN - PFF LAW ENFORC	54,000	0	0	0	
8855	OPR TRF IN - PFF LAW ENFORC	21,786	66,018	0	0	Capital Projects
8856	PFF - GEN GOV-DEBT SERVICE	0	509,462	500,000	500,000	Cop Loan DS
	Total - OTHER FINANCING SOURCES	37,081,104	15,163,056	9,456,529	9,456,529	
	OVERALL COUNTY TOTALS	350,805,585	364,978,214	349,134,120	350,719,118	

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 6

ANALYSIS OF CURRENT PROPERTY TAXES

FOR FISCAL YEAR 2004-05

	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	APPORTION FROM COUNTYWIDE	VOTER APPROVED DEBT		TOTAL	APPORTION FROM COUNTYWIDE	VOTER APPROVED DEBT		TOTAL
COUNTY FUNDS (1)	TAX (2)	RATE (3)	AMOUNT (4)	SECURED (5)	TAX (6)	RATE (7)	AMOUNT (8)	UNSECURED (9)
General Fund 0001	61,203,872	0.0	0	61,203,872	1,623,420	0.0	0	1,623,420
Road Fund 0002	995,930	0.0	0	995,930	24,499	0.0	0	24,499
Library Fund 0026	4,550,459	0.0	0	4,550,459	127,677	0.0	0	127,677
Total	66,750,261		0	66,750,261	1,775,596		0	1,775,596

COUNTYWIDE TAX BASE

	SECURED ROLL			UNSECURED	TOTAL
	LOCALLY ASSESSED	STATE ASSESSED	TOTAL SECURED	ROLL (NO AIRCRAFT)	SECURED AND UNSECURED
(10)	(11)	(12)	(13)	(14)	(15)
LAND	12,503,750,467	153,325,977	12,657,076,444	0	12,657,076,444
IMPROVEMENTS	14,203,365,401	2,197,998,598	16,401,363,999	96,607,599	16,497,971,598
PERSONAL PROPERTY AND FIXTURES	473,960,051	206,151,233	680,111,284	700,487,949	1,380,599,233
TOTAL ASSESSED VALUATION	27,181,075,919	2,557,475,808	29,738,551,727	797,095,548	30,535,647,275
STATE ADUSTMENTS	0	0	0	0	0
ADJUSTED ASSESSED VALUATION	27,181,075,919	2,557,475,808	29,738,551,727	797,095,548	30,535,647,275
LESS EXEMPTIONS					
HOMEOWNERS	330,813,257	0	330,813,257	35,000	330,848,257
OTHER	282,875,061	0	282,875,061	13,401,584	296,276,645
NET ASSESSED VALUATION	26,567,387,601	2,557,475,808	29,124,863,409	783,658,964	29,908,522,373
LESS ALLOWANCE FOR					
Delinquencies for (11) 1.35%	(358,659,732)	0	(358,659,732)	0	(358,659,732)
(12) 0.00%	0	0	0	0	0
(14) 3.47%	0	0	0	(27,192,966)	(27,192,966)
Total Delinquencies:	(358,659,732)	0	(358,659,732)	(27,192,966)	(385,852,698)
ADJUSTED VALUATION FOR ESTIMATING PROPERTY TAX REVENUES	26,208,727,869	2,557,475,808	28,766,203,677	756,465,998	29,522,669,675

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 7

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
SUMMARIZATION BY FUNCTION				
General Government	71,796,850	79,210,732	57,326,898	57,516,800
Public Protection	95,350,478	102,206,497	102,675,293	103,120,891
Public Ways & Facilities	21,427,259	32,007,217	28,690,633	28,546,243
Health & Sanitation	45,703,972	46,417,673	49,080,620	50,366,170
Public Assistance	86,225,350	91,840,175	91,221,130	90,992,230
Education	6,971,969	7,721,936	7,727,144	7,727,144
Recreation & Cultural Services	4,853,960	5,707,946	5,809,841	5,809,841
Debt Service	1,535,094	4,493,951	5,470,056	5,470,056
Financing Uses	3,734,774	(423,809)	(3,219,660)	(3,219,660)
SUB-TOTAL	337,599,706	369,182,318	344,781,955	346,329,715
APPROPRIATION FOR CONTINGENCIES			11,914,533	13,577,287
PROVISION FOR RESERVES AND DESIGNATIONS			7,643,299	13,191,629
TOTAL FINANCING REQUIREMENTS	337,599,706	369,182,318	364,339,787	373,098,631
SUMMARIZATION BY FUND				
0001 General Fund	269,590,771	283,573,213	297,163,358	300,741,146
0002 Road Fund	18,958,559	24,952,775	24,751,767	26,448,671
0003 Capital Projects	18,062,273	15,108,000	835,200	3,021,548
0005 Parks	4,853,960	5,707,946	6,030,622	5,922,719
0016 Wildlife And Grazing	26,954	15,044	10,025	10,025
0017 Drinking Driver Prog	1,179,127	1,096,233	1,079,030	1,140,311
0020 Organizational Effectiveness	408,816	339,629	450,000	524,043
0022 Tax Reduction Resrv	0	0	0	164,441
0023 Co-Wide Automation Replacement	1,632,259	6,125,447	1,121,631	1,721,647
0024 Gen Gov Building Replacement	0	2,000,000	855,712	919,281
0025 Community Devel Pgm	5,375,787	5,796,192	4,121,558	4,121,576
0026 Library	5,512,686	6,321,835	6,603,606	6,604,662
0031 Fish And Game	12,364	12,843	12,536	23,214
0034 Emergency Med Svcs	1,477,960	1,243,997	1,190,743	1,190,743
0035 Cal Hlth Indig Prog	867,001	439,022	458,299	458,299
0036 Children and Families First	3,257,754	1,993,833	0	0
0141 Impact Fee-Traffic	1,342,510	4,634,196	4,075,000	4,075,000
0144 Public Facility Fees	1,126,190	2,420,246	4,055,453	4,265,538
0149 County Med Svcs Prog	2,674,606	2,926,029	3,534,191	3,534,191
1901 Debt Service-Cert of Participation	1,240,129	2,403,606	2,405,556	2,405,556
1904 Pension Obligation Bond DSF	0	2,072,232	5,585,500	5,806,020
TOTAL FINANCING REQUIREMENTS	337,599,706	369,182,318	364,339,787	373,098,631

SUMMARY OF COUNTY FINANCING REQUIREMENTS
(CONTINUED)

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 APPROVED/ ADOPTED BY BOARD OF SUPR (5)
TOTAL SPECIFIC FINANCING USES BY BUDGET UNIT (Brought Forward)	337,599,706	369,182,318	344,781,955	346,329,715
APPROPRIATION FOR CONTINGENCIES:				
0001 General Fund (BU 4350)			11,425,000	13,100,540
0005 Parks (BU 4365)			220,781	112,878
0017 Drinking Driver Prog (BU 4369)			68,752	88,752
0020 Organizational Effectiveness (BU 4374)			0	74,043
0025 Community Devel Pgm (BU 4375)			0	18
0026 Library (BU 4370)			200,000	201,056
TOTAL CONTINGENCIES			11,914,533	13,577,287
TOTAL FINANCING USES	337,599,706	369,182,318	356,696,488	359,907,002
PROVISIONS FOR RESERVES / DESIGNATIONS:				
0001 General Fund			75,000	475,000
0002 Road Fund			0	1,441,294
0003 Capital Projects			0	2,186,348
0017 Drinking Driver Prog			0	41,281
0022 Tax Reduction Resrv			0	164,441
0023 Co-Wide Automation Replacement			0	410,114
0024 Gen Gov Building Replacement			855,712	919,281
0031 Fish And Game			0	10,678
0141 Impact Fee-Traffic			1,388,334	1,388,334
0144 Public Facility Fees			2,803,253	3,413,338
1904 Pension Obligation Bond DSF			2,521,000	2,741,520
TOTAL PROVISIONS FOR RESERVES/ DESIGNATIONS			7,643,299	13,191,629
TOTAL FINANCING REQUIREMENTS	337,599,706	369,182,318	364,339,787	373,098,631

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 8A

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
General Government				
Legislative & Administrative				
2000 BOARD OF SUPERVISORS	1,168,272	1,283,610	1,256,821	1,256,821
2040 ADMINISTRATIVE OFFICE	1,260,483	1,441,449	1,642,397	1,642,397
2081 ORGANIZATIONAL EFFECTIVENESS	408,816	339,629	450,000	450,000
2085 COMMUNITY DEVELOPMENT PROGRAM	5,375,787	5,796,192	4,121,558	4,121,558
2509 CLERK/RECORDER	2,644,565	3,072,012	2,755,755	2,755,755
TOTAL Legislative & Administrative	10,857,923	11,932,892	10,226,531	10,226,531
Finance				
2050 AUDITOR-CONTROLLER	3,332,964	3,932,923	3,995,040	3,995,040
2060 TREAS-TAX COLL-PUBLIC ADM	2,067,108	2,263,996	2,484,279	2,484,279
2070 ASSESSOR	6,069,073	6,583,069	6,807,851	6,807,851
TOTAL Finance	11,469,145	12,779,988	13,287,170	13,287,170
Counsel				
2100 COUNTY COUNSEL	3,095,718	3,347,540	3,156,199	3,156,199
TOTAL Counsel	3,095,718	3,347,540	3,156,199	3,156,199
Personnel				
2110 PERSONNEL	1,899,341	2,037,422	1,899,415	1,899,415
TOTAL Personnel	1,899,341	2,037,422	1,899,415	1,899,415
Property Management				
2179 OPERATIONS CENTER	595,710	0	0	0
2180 GENERAL SERVICES	8,674,916	9,364,306	10,227,937	10,227,937
2208 MAINTENANCE PROJECTS	3,695,376	2,554,943	1,746,700	1,746,700
TOTAL Property Management	12,966,002	11,919,249	11,974,637	11,974,637
Plant Acquisition				
2084 GEN GOVT BUILDING REPLACEMENT	0	2,000,000	0	0
2207 CAPITAL PROJECTS FUND	18,062,273	15,108,000	835,200	835,200
TOTAL Plant Acquisition	18,062,273	17,108,000	835,200	835,200
Other General				
2078 ENTERPRISE FINANCIAL SYSTEM	0	5,513,017	121,631	121,631

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
2083 COUNTYWIDE AUTOMATION REPLACEMENT	1,632,259	612,430	1,000,000	1,189,902
2240 DEVELOPMENT SERVICES	923,932	0	0	0
2245 PUBLIC WORKS SPECIAL SERVICES	0	2,223,530	2,525,329	2,525,329
2250 INFORMATION TECHNOLOGY DEPARTMENT	9,342,764	10,383,209	10,721,144	10,721,144
2290 SERVICES TO SPL DISTRICTS	257,336	0	0	0
2340 RISK MANAGEMENT	1,290,157	1,353,455	1,579,642	1,579,642
TOTAL Other General	13,446,448	20,085,641	15,947,746	16,137,648
TOTAL General Government	71,796,850	79,210,732	57,326,898	57,516,800
Public Protection				
Judicial				
2006 COURT OPERATIONS	2,269,497	2,344,655	2,350,000	2,350,000
2550 PUBLIC DEFENDER	4,077,227	4,047,227	4,526,413	4,526,413
2560 DISTRICT ATTORNEY	8,771,604	9,583,778	9,565,562	9,546,017
2561 CHILD SUPPORT SERVICES	4,910,405	5,043,818	4,824,745	4,824,745
2570 GRAND JURY	103,098	112,518	116,643	116,643
TOTAL Judicial	20,131,831	21,131,996	21,383,363	21,363,818
Police Protection				
2590 SHERIFF-CORONER	35,053,441	37,174,495	36,985,763	37,195,634
TOTAL Police Protection	35,053,441	37,174,495	36,985,763	37,195,634
Detention & Correction				
2660 PROBATION DEPARTMENT	12,636,566	13,655,944	13,452,190	13,539,726
TOTAL Detention & Correction	12,636,566	13,655,944	13,452,190	13,539,726
Fire Protection				
2670 COUNTY FIRE	8,393,339	9,856,985	9,531,715	9,651,715
TOTAL Fire Protection	8,393,339	9,856,985	9,531,715	9,651,715
Flood Control, Soil & Water Conservation				
2700 WILDLIFE AND GRAZING	26,954	15,044	10,025	10,025
TOTAL Flood Control, Soil & Water Conservation	26,954	15,044	10,025	10,025
Protective Inspection				
2730 AGRICULTURAL COMMISSIONER	3,819,008	4,165,770	4,370,596	4,370,596
TOTAL Protective Inspection	3,819,008	4,165,770	4,370,596	4,370,596

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 8A

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
Other Protection				
2562 VICTIM/WITNESS ASSISTANCE	1,033,035	1,153,100	1,128,951	1,110,951
2710 FISH AND GAME	12,364	12,843	12,536	12,536
2790 EMERGENCY SERVICES	728,262	799,951	931,508	931,508
2800 PLANNING & BUILDING DEPARTMENT	11,693,139	12,175,147	12,438,251	12,438,251
2840 ANIMAL SERVICES	1,438,471	1,595,463	1,909,355	1,909,355
2945 WASTE MANAGEMNT	384,068	469,759	521,040	586,776
TOTAL Other Protection	15,289,339	16,206,263	16,941,641	16,989,377
TOTAL Public Protection	95,350,478	102,206,497	102,675,293	103,120,891
Public Ways & Facilities				
Public Ways				
2141 ROADS - IMPACT FEES	1,342,510	4,634,196	2,686,666	2,686,666
2835 PUBLIC FACILITIES FEES	1,126,190	2,420,246	1,252,200	852,200
2920 ROADS	18,958,559	24,952,775	24,751,767	25,007,377
TOTAL Public Ways	21,427,259	32,007,217	28,690,633	28,546,243
TOTAL Public Ways & Facilities	21,427,259	32,007,217	28,690,633	28,546,243
Health & Sanitation				
Health				
3000 PUBLIC HEALTH DEPARTMENT	16,600,313	17,894,463	18,728,907	18,880,907
3045 CLINICAL LAB SERVICES	0	0	3,145,930	3,145,930
3070 MENTAL HEALTH	20,832,693	21,654,211	22,119,340	23,159,706
3075 DRUG & ALCOHOL SERVICES	4,794,741	4,722,436	4,849,310	4,942,494
3281 SUSPECTED ABUSE RESPONSE TEAM	218,471	152,730	237,133	237,133
3289 CHILDREN AND FAMILIES FIRST	3,257,754	1,993,833	0	0
TOTAL Health	45,703,972	46,417,673	49,080,620	50,366,170
TOTAL Health & Sanitation	45,703,972	46,417,673	49,080,620	50,366,170
Public Assistance				
Administration				
3200 SOCIAL SERVICES ADMINISTRATION	41,646,827	45,808,010	46,484,138	46,909,738
TOTAL Administration	41,646,827	45,808,010	46,484,138	46,909,738

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
Aid Programs				
3240 FOSTER CARE-SOCIAL SERVICES	13,171,946	14,137,890	15,635,806	15,635,806
3250 CALWORKS	10,058,884	10,956,837	11,320,208	11,320,208
TOTAL Aid Programs	23,230,830	25,094,727	26,956,014	26,956,014
Medical Services				
3280 MEDICAL ASSISTANCE PROG	12,783,631	11,719,839	8,697,690	7,947,690
3286 CO MEDICAL SERVICES PROG	2,674,606	2,926,029	3,534,191	3,534,191
3287 EMERGENCY MEDICAL SRVS FUND	1,477,960	1,243,997	1,190,743	1,190,743
3288 CAL HEALTHCARE INDIG PROG	867,001	439,022	458,299	458,299
TOTAL Medical Services	17,803,198	16,328,887	13,880,923	13,130,923
General Relief				
3290 GENERAL ASSISTANCE	745,193	709,116	632,437	632,437
TOTAL General Relief	745,193	709,116	632,437	632,437
Veterans Services				
3330 VETERANS SERVICES	265,795	286,675	313,182	313,182
TOTAL Veterans Services	265,795	286,675	313,182	313,182
Other Assistance				
2080 CONTRIBUTIONS TO OTHER AGENCIES	1,548,282	2,326,341	1,748,410	1,843,910
3285 LAW ENFORCEMENT MED CARE	985,225	1,286,419	1,206,026	1,206,026
TOTAL Other Assistance	2,533,507	3,612,760	2,954,436	3,049,936
TOTAL Public Assistance	86,225,350	91,840,175	91,221,130	90,992,230
Education				
Library Services				
4000 LIBRARY	5,512,686	6,321,835	6,403,606	6,403,606
TOTAL Library Services	5,512,686	6,321,835	6,403,606	6,403,606
Agricultural Education				
4030 FARM ADVISOR	280,156	303,868	313,260	313,260
TOTAL Agricultural Education	280,156	303,868	313,260	313,260

SUMMARY OF COUNTY FINANCING REQUIREMENTS

FOR FISCAL YEAR 2004-05

DESCRIPTION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 PROPOSED (4)	2004-05 ADOPTED (5)
Other Education				
4040 DRINKING DRIVER PROGRAMS	1,179,127	1,096,233	1,010,278	1,010,278
TOTAL Other Education	1,179,127	1,096,233	1,010,278	1,010,278
TOTAL Education	6,971,969	7,721,936	7,727,144	7,727,144
Recreation & Cultural Services				
Recreation Facilities				
4125 PARKS	4,853,960	5,707,946	5,809,841	5,809,841
TOTAL Recreation Facilities	4,853,960	5,707,946	5,809,841	5,809,841
TOTAL Recreation & Cultural Services	4,853,960	5,707,946	5,809,841	5,809,841
Debt Service				
Retirement Of Short-Term Debt				
2005 SHORT-TERM FINANCING	294,965	18,113	0	0
TOTAL Retirement Of Short-Term Debt	294,965	18,113	0	0
Retirement Of Long-Term Debt				
4901 DEBT SERVICE	1,240,129	2,403,606	2,405,556	2,405,556
4904 PENSION OBLIGATION BOND DSF	0	2,072,232	3,064,500	3,064,500
TOTAL Retirement Of Long-Term Debt	1,240,129	4,475,838	5,470,056	5,470,056
TOTAL Debt Service	1,535,094	4,493,951	5,470,056	5,470,056
Financing Uses				
Transfers Out				
2002 NON-DEPTL-OTHR FINCNG USE	3,734,774	(423,809)	(3,219,660)	(3,219,660)
TOTAL Transfers Out	3,734,774	(423,809)	(3,219,660)	(3,219,660)
TOTAL Financing Uses	3,734,774	(423,809)	(3,219,660)	(3,219,660)
(1)	(2)	(3)	(4)	(5)
TOTAL SPECIFIC FINANCING REQUIREMENTS	337,599,706	369,182,318	344,781,955	346,329,715

STATE CONTROLLER
COUNTY BUDGET ACT of 1985

COUNTY OF SAN LUIS OBISPO
State of California

COUNTY BUDGET FORM
SCHEDULE 9

TOTAL COUNTY FINANCING USES DETAIL

FINANCING USES CLASSIFICATION (1)	2002-03 ACTUAL (2)	2003-04 ACTUAL (3)	2004-05 REQUESTED (4)	2004-05 PROPOSED (5)	2004-05 ADOPTED (6)
1000 Salaries and Benefits	158,511,302	171,237,745	181,092,191	178,650,767	179,198,480
2000 Services and Supplies	99,983,290	111,407,486	118,216,821	115,274,187	116,084,784
3000 Other Charges	79,221,161	86,392,774	72,244,831	66,424,311	66,279,921
4000 Fixed Assets	2,280,077	2,105,531	2,101,047	1,335,931	1,670,343
4200 Capital Projects	14,728,168	15,329,652	835,200	835,200	862,861
5000 Transfers and Reimbursements	(17,124,292)	(17,290,870)	(18,163,948)	(17,738,441)	(17,766,674)
7000 Contingencies	0	0	14,836,641	11,914,533	13,577,287
TOTAL FINANCING REQUIREMENTS	337,599,706	369,182,318	371,162,783	356,696,488	359,907,002

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY DEPARTMENT

DEPARTMENT	REVENUE SOURCE	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2002 NON-DEPTL-OTHR FINCNG USE	2070 ASSESSOR	214,146	184,397	184,397
	2509 CLERK/RECORDER	313,428	313,428	313,428
	2560 DISTRICT ATTORNEY	81,246	81,246	81,246
	2561 CHILD SUPPORT SERVICES	439,923	439,923	439,923
	2562 VICTIM/WITNESS ASSISTANCE	46,669	46,669	46,669
	2590 SHERIFF-CORONER	649,427	649,427	649,427
	2660 PROBATION DEPARTMENT	624,755	624,755	624,755
	2670 COUNTY FIRE	109,593	109,593	109,593
	2730 AGRICULTURAL COMMISSIONER	295,343	295,343	295,343
	2790 EMERGENCY SERVICES	136,722	136,722	136,722
	2800 PLANNING & BUILDING DEPARTMENT	1,283,354	1,283,354	1,283,354
	2840 ANIMAL SERVICES	137,869	137,869	137,869
	3000 PUBLIC HEALTH DEPARTMENT	1,807,078	1,807,078	1,807,078
	3070 MENTAL HEALTH	1,337,667	1,337,667	1,337,667
	3075 DRUG & ALCOHOL SERVICES	265,864	265,864	265,864
	3200 SOCIAL SERVICES ADMINISTRATION	3,340,428	3,340,428	3,340,428
	3285 LAW ENFORCEMENT MED CARE	22,994	22,994	22,994
2040 ADMINISTRATIVE OFFICE	2000 BOARD OF SUPERVISORS	18,595	18,595	18,595
	2790 EMERGENCY SERVICES	65,909	65,909	65,909
2050 AUDITOR-CONTROLLER	2005 SHORT-TERM FINANCING	60,000	60,000	60,000
	2070 ASSESSOR	11,000	11,000	11,000
	2561 CHILD SUPPORT SERVICES	15,000	15,000	15,000
	3200 SOCIAL SERVICES ADMINISTRATION	10,600	10,600	10,600
	6000 MEDICAL SERVICES	925	925	925
2110 PERSONNEL	2078 ENTERPRISE FINANCIAL SYSTEM	120,397	0	0
	2340 RISK MANAGEMENT	120,397	0	0
	2590 SHERIFF-CORONER	350	350	350
2180 GENERAL SERVICES	2000 BOARD OF SUPERVISORS	1,057	1,057	1,057
	2040 ADMINISTRATIVE OFFICE	1,714	1,714	1,714
	2050 AUDITOR-CONTROLLER	46,742	46,742	46,742
	2060 TREAS-TAX COLL-PUBLIC ADM	284	284	284
	2070 ASSESSOR	23,331	23,331	23,331
	2078 ENTERPRISE FINANCIAL SYSTEM	13,165	13,165	13,165
	2100 COUNTY COUNSEL	1,585	1,585	1,585
	2110 PERSONNEL	4,726	4,726	4,726
	2120 RETIREMENT PLANS	18,689	18,689	18,689
	2208 MAINTENANCE PROJECTS	422,700	422,700	422,700
	2250 INFORMATION TECHNOLOGY DEPARTM	1,133	1,133	1,133
	2340 RISK MANAGEMENT	89	89	89
	2509 CLERK/RECORDER	71,884	71,884	71,884
	2560 DISTRICT ATTORNEY	13,708	13,708	13,708
	2561 CHILD SUPPORT SERVICES	78,285	78,285	78,285
	2590 SHERIFF-CORONER	15,149	15,149	15,149
	2660 PROBATION DEPARTMENT	19,712	19,712	19,712
	2670 COUNTY FIRE	9,137	9,137	9,137
	2730 AGRICULTURAL COMMISSIONER	5,987	5,987	5,987
	2790 EMERGENCY SERVICES	1,247	1,247	1,247
	2800 PLANNING & BUILDING DEPARTMENT	30,409	30,409	30,409
	2840 ANIMAL SERVICES	14,839	14,839	14,839

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY DEPARTMENT

DEPARTMENT	REVENUE SOURCE	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2180 (Continued)	3000 PUBLIC HEALTH DEPARTMENT	22,977	22,977	22,977
	3052 PUBLIC GUARDIAN	3,081	3,081	3,081
	3070 MENTAL HEALTH	96,056	96,056	96,056
	3075 DRUG & ALCOHOL SERVICES	22,536	22,536	22,536
	3200 SOCIAL SERVICES ADMINISTRATION	446,776	446,776	446,776
	3330 VETERANS SERVICES	2,060	2,060	2,060
	4030 FARM ADVISOR	514	514	514
2250 INFORMATION TECHNOLOGY DEPARTM	2000 BOARD OF SUPERVISORS	10,080	10,080	10,080
	2040 ADMINISTRATIVE OFFICE	5,956	5,956	5,956
	2050 AUDITOR-CONTROLLER	23,417	23,417	23,417
	2060 TREAS-TAX COLL-PUBLIC ADM	18,744	18,744	18,744
	2070 ASSESSOR	30,086	30,086	30,086
	2100 COUNTY COUNSEL	10,222	10,222	10,222
	2110 PERSONNEL	7,555	7,555	7,555
	2180 GENERAL SERVICES	26,526	26,526	26,526
	2340 RISK MANAGEMENT	2,903	2,903	2,903
	2509 CLERK/RECORDER	17,927	17,927	17,927
	2560 DISTRICT ATTORNEY	32,787	32,787	32,787
	2561 CHILD SUPPORT SERVICES	253,350	196,259	196,259
	2562 VICTIM/WITNESS ASSISTANCE	9,139	9,139	9,139
	2570 GRAND JURY	693	693	693
	2590 SHERIFF-CORONER	90,964	90,964	90,964
	2660 PROBATION DEPARTMENT	74,046	74,046	74,046
	2670 COUNTY FIRE	3,595	3,595	3,595
	2730 AGRICULTURAL COMMISSIONER	20,787	20,787	20,787
	2790 EMERGENCY SERVICES	10,590	10,590	10,590
	2800 PLANNING & BUILDING DEPARTMENT	59,960	59,960	59,960
	2840 ANIMAL SERVICES	9,408	9,408	9,408
	3000 PUBLIC HEALTH DEPARTMENT	86,408	86,408	86,408
	3070 MENTAL HEALTH	284,033	259,987	259,987
	3075 DRUG & ALCOHOL SERVICES	101,822	101,822	101,822
	3200 SOCIAL SERVICES ADMINISTRATION	935,324	935,324	935,324
	3330 VETERANS SERVICES	2,397	2,397	2,397
	4030 FARM ADVISOR	6,896	6,896	6,896
2340 RISK MANAGEMENT	2561 CHILD SUPPORT SERVICES	1,107	1,107	1,107
	3000 PUBLIC HEALTH DEPARTMENT	8,524	8,524	8,524
	3070 MENTAL HEALTH	10,477	10,477	10,477
	3075 DRUG & ALCOHOL SERVICES	3,139	3,139	3,139
	3200 SOCIAL SERVICES ADMINISTRATION	26,607	26,607	26,607
2560 DISTRICT ATTORNEY	2561 CHILD SUPPORT SERVICES	458,391	458,391	458,391
	2590 SHERIFF-CORONER	61,800	61,800	61,800
	3200 SOCIAL SERVICES ADMINISTRATION	8,000	8,000	8,000
2590 SHERIFF-CORONER	2561 CHILD SUPPORT SERVICES	107,683	107,683	107,683

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY DEPARTMENT

DEPARTMENT		REVENUE SOURCE		2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2660	PROBATION DEPARTMENT	3200	SOCIAL SERVICES ADMINISTRATION	70,125	70,125	70,125
2730	AGRICULTURAL COMMISSIONER	3000	PUBLIC HEALTH DEPARTMENT	40,350	0	0
3000	PUBLIC HEALTH DEPARTMENT	2660	PROBATION DEPARTMENT	5,000	5,000	5,000
		3045	CLINICAL LAB SERVICES	0	83,637	83,637
		3070	MENTAL HEALTH	50,336	50,336	50,336
		3200	SOCIAL SERVICES ADMINISTRATION	16,000	16,000	16,000
		3285	LAW ENFORCEMENT MED CARE	38,803	38,803	38,803
3070	MENTAL HEALTH	2660	PROBATION DEPARTMENT	230,326	230,326	230,326
		3075	DRUG & ALCOHOL SERVICES	52,713	52,713	52,713
		3200	SOCIAL SERVICES ADMINISTRATION	603,698	603,698	615,931
3075	DRUG & ALCOHOL SERVICES	2660	PROBATION DEPARTMENT	189,850	72,736	72,736
		3000	PUBLIC HEALTH DEPARTMENT	20,000	20,000	20,000
		3200	SOCIAL SERVICES ADMINISTRATION	533,470	533,470	533,470
3200	SOCIAL SERVICES ADMINISTRATION	2080	CONTRIBUTIONS TO OTHER AGENCIE	21,760	21,760	21,760
		2560	DISTRICT ATTORNEY	1,650	1,650	1,650
		2660	PROBATION DEPARTMENT	23,400	23,400	25,533
		3000	PUBLIC HEALTH DEPARTMENT	60,650	60,650	60,650
		3070	MENTAL HEALTH	1,650	1,650	15,517
		3075	DRUG & ALCOHOL SERVICES	1,650	1,650	1,650
3285	LAW ENFORCEMENT MED CARE	2590	SHERIFF-CORONER	99,000	99,000	99,000
		2660	PROBATION DEPARTMENT	362,923	362,923	362,923
			TOTAL INTRAFUND TRANSFERS	18,163,948	17,738,441	17,766,674

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

REVENUE SOURCE	DEPARTMENT	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2000 BOARD OF SUPERVISORS	2040 ADMINISTRATIVE OFFICE	18,595	18,595	18,595
	2180 GENERAL SERVICES	1,057	1,057	1,057
	2250 INFORMATION TECHNOLOGY DEPARTM	10,080	10,080	10,080
2005 SHORT-TERM FINANCING	2050 AUDITOR-CONTROLLER	60,000	60,000	60,000
2040 ADMINISTRATIVE OFFICE	2180 GENERAL SERVICES	1,714	1,714	1,714
	2250 INFORMATION TECHNOLOGY DEPARTM	5,956	5,956	5,956
2050 AUDITOR-CONTROLLER	2180 GENERAL SERVICES	46,742	46,742	46,742
	2250 INFORMATION TECHNOLOGY DEPARTM	23,417	23,417	23,417
2060 TREAS-TAX COLL-PUBLIC ADM	2180 GENERAL SERVICES	284	284	284
	2250 INFORMATION TECHNOLOGY DEPARTM	18,744	18,744	18,744
2070 ASSESSOR	2002 NON-DEPTL-OTHR FINCNG USE	214,146	184,397	184,397
	2050 AUDITOR-CONTROLLER	11,000	11,000	11,000
	2180 GENERAL SERVICES	23,331	23,331	23,331
	2250 INFORMATION TECHNOLOGY DEPARTM	30,086	30,086	30,086
2078 ENTERPRISE FINANCIAL SYSTEM	2110 PERSONNEL	120,397	0	0
	2180 GENERAL SERVICES	13,165	13,165	13,165
2080 CONTRIBUTIONS TO OTHER AGENCIE	3200 SOCIAL SERVICES ADMINISTRATION	21,760	21,760	21,760
2100 COUNTY COUNSEL	2180 GENERAL SERVICES	1,585	1,585	1,585
	2250 INFORMATION TECHNOLOGY DEPARTM	10,222	10,222	10,222
2110 PERSONNEL	2180 GENERAL SERVICES	4,726	4,726	4,726
	2250 INFORMATION TECHNOLOGY DEPARTM	7,555	7,555	7,555
2120 RETIREMENT PLANS	2180 GENERAL SERVICES	18,689	18,689	18,689
2180 GENERAL SERVICES	2250 INFORMATION TECHNOLOGY DEPARTM	26,526	26,526	26,526
2208 MAINTENANCE PROJECTS	2180 GENERAL SERVICES	422,700	422,700	422,700
2250 INFORMATION TECHNOLOGY DEPARTM	2180 GENERAL SERVICES	1,133	1,133	1,133
2340 RISK MANAGEMENT	2110 PERSONNEL	120,397	0	0
	2180 GENERAL SERVICES	89	89	89
	2250 INFORMATION TECHNOLOGY DEPARTM	2,903	2,903	2,903
2509 CLERK/RECORDER	2002 NON-DEPTL-OTHR FINCNG USE	313,428	313,428	313,428
	2180 GENERAL SERVICES	71,884	71,884	71,884
	2250 INFORMATION TECHNOLOGY DEPARTM	17,927	17,927	17,927
2560 DISTRICT ATTORNEY	2002 NON-DEPTL-OTHR FINCNG USE	81,246	81,246	81,246
	2180 GENERAL SERVICES	13,708	13,708	13,708
	2250 INFORMATION TECHNOLOGY DEPARTM	32,787	32,787	32,787
	3200 SOCIAL SERVICES ADMINISTRATION	1,650	1,650	1,650

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

REVENUE SOURCE	DEPARTMENT	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2561 CHILD SUPPORT SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	439,923	439,923	439,923
	2050 AUDITOR-CONTROLLER	15,000	15,000	15,000
	2180 GENERAL SERVICES	78,285	78,285	78,285
	2250 INFORMATION TECHNOLOGY DEPARTM	253,350	196,259	196,259
	2340 RISK MANAGEMENT	1,107	1,107	1,107
	2560 DISTRICT ATTORNEY	458,391	458,391	458,391
	2590 SHERIFF-CORONER	107,683	107,683	107,683
2562 VICTIM/WITNESS ASSISTANCE	2002 NON-DEPTL-OTHR FINCNG USE	46,669	46,669	46,669
	2250 INFORMATION TECHNOLOGY DEPARTM	9,139	9,139	9,139
2570 GRAND JURY	2250 INFORMATION TECHNOLOGY DEPARTM	693	693	693
2590 SHERIFF-CORONER	2002 NON-DEPTL-OTHR FINCNG USE	649,427	649,427	649,427
	2110 PERSONNEL	350	350	350
	2180 GENERAL SERVICES	15,149	15,149	15,149
	2250 INFORMATION TECHNOLOGY DEPARTM	90,964	90,964	90,964
	2560 DISTRICT ATTORNEY	61,800	61,800	61,800
	3285 LAW ENFORCEMENT MED CARE	99,000	99,000	99,000
2660 PROBATION DEPARTMENT	2002 NON-DEPTL-OTHR FINCNG USE	624,755	624,755	624,755
	2180 GENERAL SERVICES	19,712	19,712	19,712
	2250 INFORMATION TECHNOLOGY DEPARTM	74,046	74,046	74,046
	3000 PUBLIC HEALTH DEPARTMENT	5,000	5,000	5,000
	3070 MENTAL HEALTH	230,326	230,326	230,326
	3075 DRUG & ALCOHOL SERVICES	189,850	72,736	72,736
	3200 SOCIAL SERVICES ADMINISTRATION	23,400	23,400	25,533
	3285 LAW ENFORCEMENT MED CARE	362,923	362,923	362,923
2670 COUNTY FIRE	2002 NON-DEPTL-OTHR FINCNG USE	109,593	109,593	109,593
	2180 GENERAL SERVICES	9,137	9,137	9,137
	2250 INFORMATION TECHNOLOGY DEPARTM	3,595	3,595	3,595
2730 AGRICULTURAL COMMISSIONER	2002 NON-DEPTL-OTHR FINCNG USE	295,343	295,343	295,343
	2180 GENERAL SERVICES	5,987	5,987	5,987
	2250 INFORMATION TECHNOLOGY DEPARTM	20,787	20,787	20,787
2790 EMERGENCY SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	136,722	136,722	136,722
	2040 ADMINISTRATIVE OFFICE	65,909	65,909	65,909
	2180 GENERAL SERVICES	1,247	1,247	1,247
	2250 INFORMATION TECHNOLOGY DEPARTM	10,590	10,590	10,590
2800 PLANNING & BUILDING DEPARTMENT	2002 NON-DEPTL-OTHR FINCNG USE	1,283,354	1,283,354	1,283,354
	2180 GENERAL SERVICES	30,409	30,409	30,409
	2250 INFORMATION TECHNOLOGY DEPARTM	59,960	59,960	59,960
2840 ANIMAL SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	137,869	137,869	137,869
	2180 GENERAL SERVICES	14,839	14,839	14,839
	2250 INFORMATION TECHNOLOGY DEPARTM	9,408	9,408	9,408

SLO COUNTY BUDGET PREPARATION SYSTEM
INTRAFUND TRANSFERS BY SOURCE

REVENUE SOURCE	DEPARTMENT	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
3000 PUBLIC HEALTH DEPARTMENT	2002 NON-DEPTL-OTHR FINCNG USE	1,807,078	1,807,078	1,807,078
	2180 GENERAL SERVICES	22,977	22,977	22,977
	2250 INFORMATION TECHNOLOGY DEPARTM	86,408	86,408	86,408
	2340 RISK MANAGEMENT	8,524	8,524	8,524
	2730 AGRICULTURAL COMMISSIONER	40,350	0	0
	3075 DRUG & ALCOHOL SERVICES	20,000	20,000	20,000
	3200 SOCIAL SERVICES ADMINISTRATION	60,650	60,650	60,650
3045 CLINICAL LAB SERVICES	3000 PUBLIC HEALTH DEPARTMENT	0	83,637	83,637
3052 PUBLIC GUARDIAN	2180 GENERAL SERVICES	3,081	3,081	3,081
3070 MENTAL HEALTH	2002 NON-DEPTL-OTHR FINCNG USE	1,337,667	1,337,667	1,337,667
	2180 GENERAL SERVICES	96,056	96,056	96,056
	2250 INFORMATION TECHNOLOGY DEPARTM	284,033	259,987	259,987
	2340 RISK MANAGEMENT	10,477	10,477	10,477
	3000 PUBLIC HEALTH DEPARTMENT	50,336	50,336	50,336
	3200 SOCIAL SERVICES ADMINISTRATION	1,650	1,650	15,517
3075 DRUG & ALCOHOL SERVICES	2002 NON-DEPTL-OTHR FINCNG USE	265,864	265,864	265,864
	2180 GENERAL SERVICES	22,536	22,536	22,536
	2250 INFORMATION TECHNOLOGY DEPARTM	101,822	101,822	101,822
	2340 RISK MANAGEMENT	3,139	3,139	3,139
	3070 MENTAL HEALTH	52,713	52,713	52,713
	3200 SOCIAL SERVICES ADMINISTRATION	1,650	1,650	1,650
3200 SOCIAL SERVICES ADMINISTRATION	2002 NON-DEPTL-OTHR FINCNG USE	3,340,428	3,340,428	3,340,428
	2050 AUDITOR-CONTROLLER	10,600	10,600	10,600
	2180 GENERAL SERVICES	446,776	446,776	446,776
	2250 INFORMATION TECHNOLOGY DEPARTM	935,324	935,324	935,324
	2340 RISK MANAGEMENT	26,607	26,607	26,607
	2560 DISTRICT ATTORNEY	8,000	8,000	8,000
	2660 PROBATION DEPARTMENT	70,125	70,125	70,125
	3000 PUBLIC HEALTH DEPARTMENT	16,000	16,000	16,000
	3070 MENTAL HEALTH	603,698	603,698	615,931
	3075 DRUG & ALCOHOL SERVICES	533,470	533,470	533,470
3285 LAW ENFORCEMENT MED CARE	2002 NON-DEPTL-OTHR FINCNG USE	22,994	22,994	22,994
	3000 PUBLIC HEALTH DEPARTMENT	38,803	38,803	38,803
3330 VETERANS SERVICES	2180 GENERAL SERVICES	2,060	2,060	2,060
	2250 INFORMATION TECHNOLOGY DEPARTM	2,397	2,397	2,397
4030 FARM ADVISOR	2180 GENERAL SERVICES	514	514	514
	2250 INFORMATION TECHNOLOGY DEPARTM	6,896	6,896	6,896
6000 MEDICAL SERVICES	2050 AUDITOR-CONTROLLER	925	925	925
	TOTAL INTRAFUND TRANSFERS	18,163,948	17,738,441	17,766,674

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2001 NON-DEPARTMENTAL REVENUES	8336 HOMEOWNER PROP TAX RELIEF	790,974	799,626	799,626	799,626
	8460 STATE-MOTOR VEH LIC FEE	12,864,727	17,000,000	17,000,000	0
	8462 OTHER STATE IN-LIEU TAXES	691	800	800	800
	8465 OPEN SPACE SUBVENTION	1,119,345	1,120,000	1,120,000	1,120,000
	8601 FED AID ENTITLEMNT LAND	1,179,835	582,000	582,000	582,000
	8805 OTHER GOV'T: RDA PASS THRU	641,715	724,721	724,721	724,721
	9010 PROP. TAXES CURR. SECURED	61,978,859	61,203,872	61,203,872	61,203,872
	9011 SUPPLEMENTAL-CURR.SECURED	2,967,353	2,600,000	2,600,000	2,600,000
	9012 REDEVELOPMENT AGENCY TAX	(1,111,056)	(1,334,611)	(1,334,611)	(1,334,611)
	9017 RETURN RDA PASSTHRU - S1290	44,644	0	0	0
	9020 PROP. TAXES CURR. UNSEC.	1,792,391	1,623,420	1,623,420	1,623,420
	9021 SUPPLEMENTAL-CURR.UNSEC.	11,667	15,000	15,000	15,000
	9110 PROP. TAXES PRIOR SECURED	(84,301)	(175,000)	(175,000)	(175,000)
	9111 SUPPLEMENTL-PRIOR SECURED	456	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	44,400	30,000	30,000	30,000
	9121 SUPPLEMENTAL-PRIOR UNSEC	21,423	20,000	20,000	20,000
	9129 REDEMPTION FEES	28,220	30,000	30,000	30,000
	9132 PENALTIES-DELINQUENT TAX	157,308	120,000	120,000	120,000
	9133 PENALTIES-C O F	7,677	4,000	4,000	4,000
	9135 TLRF PROCEEDS	500,000	500,000	500,000	500,000
	9141 PROPERTY TAX IN-LIEU OF SALES	0	0	0	1,508,627
	9142 PROPERTY TAX IN-LIEU OF VLF	0	0	0	17,000,000
	9151 SALES AND USE TAXES	7,223,268	5,800,000	5,800,000	4,291,373
	9160 FRANCHISES-CABLE	514,134	450,000	450,000	450,000
	9161 FRANCHISE FEES-PUB UTIL	1,166,906	1,163,000	1,163,000	1,163,000
	9162 FRANCHISE FEES-GARBAGE	504,833	457,981	457,981	457,981
	9164 FRANCHISE FEES-PETROLEUM	0	14,000	14,000	14,000
	9191 AIRCRAFT TAX	201,545	190,000	190,000	190,000
	9192 PROPERTY TRANSFER TAX	3,121,820	2,625,000	2,625,000	2,625,000
	9194 RACEHORSE TAX	14,151	10,000	10,000	10,000
	9195 TRANSIENT OCCUPANCY TAX	4,860,652	4,900,000	4,900,000	4,900,000
	9197 TIMBER TAX RESERVES	174	0	0	0
	9310 VEHICLE FORFEITURES-VC14607.6	1,013	0	0	0
	9342 SETTLEMENTS/JUDGEMENTS	691,908	0	0	0
	9410 INTEREST	903,262	920,000	920,000	920,000
	9587 AMBULANCE REIMBURSEMENT	35,524	40,000	40,000	40,000
	9660 RECORDERS FEE GC27361.4	10	0	0	0
	9705 SEPARATE TAX BILL COSTS	46,374	39,400	39,400	39,400
	9724 SUPPLEMENTAL ROLL-5% ADMN	766,926	735,000	735,000	735,000
	9729 PROP TAX ADMIN FEE-SB2557	1,190,034	1,186,540	1,186,540	1,186,540
	9911 ELECTRIC DEREGULATION SETTLEME	443,285	0	0	0
	9960 OTHER REVENUE	1,212	0	0	0
	9987 SETTLEMNTS,DAMAGES,&REST.	477	0	0	0
	TOTAL:	104,643,836	103,394,749	103,394,749	103,394,749
2002 NON-DEPTL-OTHR FINCNG USE	8215 DEPT BILLINGS-GEN CO OH	2,070,392	2,362,976	1,900,948	1,900,948
	8817 INTERNAL LOAN REPAYMENT-PRIN	452,051	0	0	0
	8818 INTERNAL LOAN REPAYMENT-INT	60,611	0	0	0
	9492 BILLINGS OH-OUTSIDE AGENCIES	313,260	177,008	177,008	177,008
	TOTAL:	2,896,314	2,539,984	2,077,956	2,077,956

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2005 SHORT-TERM FINANCING	9135 TLRF PROCEEDS	18,113	0	0	0
	9401 TRAN INTEREST REVENUE	775	450,000	0	0
	TOTAL:	18,888	450,000	0	0
2006 COURT OPERATIONS	9301 50% EXCESS MOE REVENUE-ST	(490,350)	(490,000)	(490,000)	(490,000)
	9304 RED LIGHT - VC21453, 54, 57	1,799	1,000	1,000	1,000
	9308 CIVIL ASSESSMENT-PC1214.1	262,817	40,000	200,000	200,000
	9322 TRAFFIC SCH-VC42007.1($24)	304,611	200,000	200,000	200,000
	9323 CNTY FIX IT-VC 40611	25,523	18,000	18,000	18,000
	9325 CO-FAILURE TO APPEAR(FTA)	18,756	22,000	22,000	22,000
	9326 CO MOTOR VEH/CRIM FINES	846,687	745,000	745,000	745,000
	9333 CITIES FIX IT-VC40611	19,922	17,000	17,000	17,000
	9336 HEAD TRAUMA-VC27315	1,248	1,500	1,500	1,500
	9339 SUPERIOR COURT FINES-BASE	3,535	5,000	5,000	5,000
	9348 TRAFFIC SCHOOL FEES	1,110,787	995,000	995,000	995,000
	9353 VITAL STATS FEE-GC 26859	2,416	1,500	1,500	1,500
	9360 SMALL CLAIMS FEES	17,635	15,000	15,000	15,000
	9372 BUSINESS & PROFESSIONS	(5,280)	0	0	0
	9373 HEALTH/SAFETY FINES/FORFT	3,010	1,800	1,800	1,800
	9379 CITIES- ALL MISDEMEANORS	50,959	45,000	45,000	45,000
	9383 CITY MOTOR VEHICLE FINES	120,825	100,500	100,500	100,500
	9390 ST PENALTY F&GAME-PC1464	4,139	2,800	2,800	2,800
	9399 ST PENALTY ASSMNTS-PC1464	520,524	440,000	440,000	440,000
	9548 TRAFFIC SCHOOL FEES - CITY	31,847	25,000	25,000	25,000
	9562 TR CT TRUST-GC26823	17	10	10	10
	9564 TR CT TRUST-GC26827.4	1,917	1,000	1,000	1,000
	9565 TR CT TRUST-GC26830	26,997	24,000	24,000	24,000
	9566 TR CT TRUST-GC26833.1	5,185	3,000	3,000	3,000
	9567 TR CT TRUST-GC26835.1	4	0	0	0
	9572 TR CT TRUST-GC26851.1	9	0	0	0
	9573 TR CT TRUST - GC26852.1	7	0	0	0
	9575 TR CT TRUST - GC26855.4	2	0	0	0
	9578 TR CT TRUST-GC72060	1	0	0	0
	9619 PUBLIC DEFENDR SRVS-ADULT	457	0	0	0
	9695 RECORDING FEES	564,612	370,000	370,000	370,000
	9760 MOTION FEE-GC26830(A)	6,933	5,000	5,000	5,000
	9770 MOTION SUM JDG-GC	9,800	8,000	8,000	8,000
	9780 COUNTY CIVIL FEES	19,131	12,000	12,000	12,000
	TOTAL:	3,486,482	2,609,110	2,769,110	2,769,110
2040 ADMINISTRATIVE OFFICE	8222 SUPPRT BLNG TO GOVTL AGCY	109,964	144,408	144,408	144,408
	8324 SB90 STATE MANDATED COSTS	0	30,000	30,000	30,000
	9953 EMPLOYEE REIMBURSEMENTS	74	100	100	100
	9956 PUB INFO SALE-COMP FILES	1,892	2,000	2,000	2,000
	9960 OTHER REVENUE	375	0	0	0
	TOTAL:	112,305	176,508	176,508	176,508
2050 AUDITOR-CONTROLLER	8222 SUPPRT BLNG TO GOVTL AGCY	60,000	0	0	0
	8253 BLG - MAJOR SYSTEM DEVELOP	507,639	604,522	604,522	604,522
	8324 SB90 STATE MANDATED COSTS	0	40,000	40,000	40,000

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2050 (Continued)	9135 TLRF PROCEEDS	250,000	250,000	250,000	250,000
	9492 BILLINGS OH-OUTSIDE AGENCIES	1,575	0	0	0
	9497 OTHER BILLINGS TO COURTS	0	70,000	45,000	45,000
	9610 ADMINISTRATIVE SERVICES	112,664	107,235	107,235	107,235
	9611 SPECIAL ASSESSMENT FEES	146,594	146,800	146,800	146,800
	9728 COBRA MED INS ADMIN FEE	788	700	700	700
	9729 PROP TAX ADMIN FEE-SB2557	0	4,200	4,200	4,200
	9950 BOOK,PAMPHLT,BROCHR SALES	404	500	500	500
	9956 PUB INFO SALE-COMP FILES	56	0	0	0
	9960 OTHER REVENUE	826	350	350	350
	9961 1915 BOND ACT ASSESSMENT	6,215	6,235	6,235	6,235
	TOTAL:	1,086,761	1,230,542	1,205,542	1,205,542
2060 TREAS-TAX COLL-PUBLIC ADM	8253 BLG - MAJOR SYSTEM DEVELOP	11,128	0	90,492	90,492
	9130 DELINQUENT/COST REIMBRSMT	132,318	135,000	135,000	135,000
	9196 SALE OF TAX DEEDED PROP.	14,250	17,250	17,250	17,250
	9220 BUSINESS LICENSES	55,086	46,405	46,405	46,405
	9609 RED INSTALLMENT PLAN FEE	975	1,940	1,940	1,940
	9610 ADMINISTRATIVE SERVICES	760,317	802,082	802,082	802,082
	9613 PROP.REDEMPT.SEARCH FEES	14,868	16,375	16,375	16,375
	9632 DMV DELINQUENT VESSEL FEE	465	300	300	300
	9633 UNSEC DELINQUENT COLL FEE	18,428	25,000	40,000	40,000
	9680 ESTATE FEES	7,128	7,000	7,000	7,000
	9775 MOBL HOME DUP TX CLEARNCE	211	240	240	240
	9781 MISCELLANEOUS FEES	787	800	800	800
	9927 LIBRARY CARD ACCESS FEES	6,102	6,000	6,000	6,000
	9937 TAX DEPT RETRND CHECK FEE	5,700	6,210	6,210	6,210
	9944 ADV COSTS TX DEEDED PROP	560	1,243	1,243	1,243
	9956 PUB INFO SALE-COMP FILES	1,341	1,200	1,200	1,200
	9959 SERVICE CHGE RETRND CHKS	15,459	14,414	14,414	14,414
	9960 OTHER REVENUE	2,502	250	250	250
	9980 CASH OVERAGES	3,395	2,500	2,500	2,500
	TOTAL:	1,051,020	1,084,209	1,189,701	1,189,701
2070 ASSESSOR	8495 ST-AB818 PROPERTY TAX ADMIN	770,076	732,705	736,288	736,288
	9625 ELECTION SERVICES	105	0	0	0
	9740 CUTS & COMBINATN REQUESTS	5,985	3,500	3,500	3,500
	9799 OTHER SERVICE CHARGES	119,573	95,000	95,000	95,000
	9951 MAP SALES	14,757	15,000	15,000	15,000
	9956 PUB INFO SALE-COMP FILES	27,510	20,000	20,000	20,000
	9960 OTHER REVENUE	3,262	1,500	1,500	1,500
	TOTAL:	941,268	867,705	871,288	871,288
2080 CONTRIBUTIONS TO OTHER AGENCIE	9967 CONTRIBUTIONS - NON GOVTL	3,434	0	0	0
	9997 TOBACCO SETTLEMENT	530,000	375,000	375,000	448,000
	TOTAL:	533,434	375,000	375,000	448,000
2100 COUNTY COUNSEL	8324 SB90 STATE MANDATED COSTS	0	22,402	22,402	22,402
	8333 STATE AID-NUCLEAR PLANNG	3,495	500	500	500
	9635 LEGAL SERVICES	51,815	79,750	79,750	79,750

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2100 (Continued)	9681 GUARDIANSHIP FEES	4,718	2,000	2,000	2,000
	9899 OTHER REVENUE	0	0	192,204	192,204
	9949 OTHER REIMBURSEMENTS	11,568	1,000	1,000	1,000
	9953 EMPLOYEE REIMBURSEMENTS	35	0	0	0
	TOTAL:	71,631	105,652	297,856	297,856
2110 PERSONNEL	8222 SUPPRT BLNG TO GOVTL AGCY	115,057	120,397	0	0
	8253 BLG - MAJOR SYSTEM DEVELOP	90,992	0	120,397	120,397
	8333 STATE AID-NUCLEAR PLANNG	0	500	500	500
	9497 OTHER BILLINGS TO COURTS	0	23,700	12,000	12,000
	9757 COPYING FEES	1,548	350	350	350
	TOTAL:	207,597	144,947	133,247	133,247
2180 GENERAL SERVICES	8204 GEN SRVS BLNG-CUST/MAINT	35,763	0	0	0
	8205 GEN SRVS BLNG-POSTAGE	73,220	99,917	99,917	99,917
	8219 CIP/FIXED ASSET BILLINGS	158,666	160,000	160,000	160,000
	8222 SUPPRT BLNG TO GOVTL AGCY	2,329,346	3,200,464	3,200,464	3,200,464
	8333 STATE AID-NUCLEAR PLANNG	0	5,406	5,406	5,406
	8334 STATE AID FOR DISASTER	739	0	0	0
	9348 TRAFFIC SCHOOL FEES	746	0	0	0
	9421 COMMUNICATION LEASE FACIL	7,200	7,450	7,450	7,450
	9431 RENT-LAND/BLDG-SHORT TERM	85,634	91,389	91,389	91,389
	9432 RENT-LAND/BLDG-LONG TERM	129,430	132,652	132,652	132,652
	9434 FARM LAND RENT	325	0	0	0
	9438 RENTAL OF VETERANS BLDGS.	69,030	80,000	80,000	80,000
	9497 OTHER BILLINGS TO COURTS	111,559	0	0	0
	9499 BILLINGS TO OUTSIDE AGENCIES	2,808	154,266	154,266	154,266
	9713 VENDING MACHINE REVENUE	63	0	0	0
	9738 MEDICAL REMB SERV/PAT CAR	2,360	0	0	0
	9768 INCOME FROM CONCESSIONS	10,712	10,000	10,000	10,000
	9931 REF/ADJ-PRIOR YEAR EXPENS	13,977	0	0	0
	9940 SALE OF FIXED ASSETS	6,234	19,000	19,000	19,000
	9942 SALE OF REAL PROPERTY	31,000	0	0	0
	9949 OTHER REIMBURSEMENTS	7,660	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	147	0	0	0
	9955 OTHER SALES	400	800	800	800
	9960 OTHER REVENUE	12,378	5,528	5,528	5,528
	9969 BAD DEBT RECOVERY	22	0	0	0
	TOTAL:	3,089,419	3,966,872	3,966,872	3,966,872
2208 MAINTENANCE PROJECTS	8211 GARG BILLNG-VEHICLE COSTS	14,389	0	0	0
	8218 MAINT PROJECT BILLINGS	206,984	571,700	481,700	481,700
	8219 CIP/FIXED ASSET BILLINGS	26,631	0	0	0
	8347 STATE AWARDED GRANTS	15,202	0	0	0
	8358 ST AID-PROP 12 PARKS GRANT	353,878	0	0	0
	8363 STATE COASTAL GRANT	87,379	0	0	0
	8438 ST AID-GAS TAX-UNCLAIMED	15,822	0	0	0
	8496 ST AID-PASS THRU GRANTS	30,004	0	0	0
	8671 FED AID - HUD GRANTS	10,860	0	0	0
	8853 OPR TRF IN - PFF PARKS	285	0	0	0

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2208 (Continued)	9366 OFF-HIGHWAY MOTOR FINES	2,135	0	0	0
	9394 PENALTY AS-CRIM JUS CONST	22,299	0	0	0
	9776 PARKLAND FEE (QUIMBY FEE)	123,652	0	0	0
	9936 REFUNDS/EXCISE TAX	6,204	0	0	0
	9955 OTHER SALES	240	0	0	0
	TOTAL:	915,964	571,700	481,700	481,700
2245 PUBLIC WORKS SPECIAL SERVICES	8222 SUPPRT BLNG TO GOVTL AGCY	0	34,445	34,445	34,445
	8252 INTERFD BLLNGS-WATER	25,970	0	0	0
	8333 STATE AID-NUCLEAR PLANNG	245	21,820	21,820	21,820
	9251 BUILDING PERMITS	23,416	36,004	36,004	36,004
	9253 PLAN CHECK FEES	810	0	0	0
	9255 MINOR USE PERMIT APPLICATION	12,227	17,283	17,283	17,283
	9432 RENT-LAND/BLDG-LONG TERM	7,136	7,128	7,128	7,128
	9555 PREAPPLICATION PROCESS	9,964	8,407	8,407	8,407
	9559 FLOOD HAZARD FEES	549	802	802	802
	9591 PUBLIC EDUCATION GOV'T ACCESS	64,824	0	0	0
	9612 ASSESSMNT APPORTNMNT FEES	1,211	3,000	3,000	3,000
	9647 FILING FEES-CORNER RECORD	1,498	1,500	1,500	1,500
	9648 LOT LINE ADJUSTMENTS	11,507	15,409	15,409	15,409
	9704 DEVELOPMENT FEE- ADMIN	10,288	14,414	14,414	14,414
	9785 MONUMENTATION FEES	53,347	91,034	91,034	91,034
	9786 DRAINGE RVW-PLOT/SITE PLN	61,092	74,681	74,681	74,681
	9791 DEVELOPMENT PLAN INSPECTN	116,110	133,878	133,878	133,878
	9792 PAR MAP CHECKING THRU T/A	66,042	50,956	50,956	50,956
	9793 TR MAP CHECKING THRU T/A	192,967	224,063	224,063	224,063
	9798 RECORDS OF SURVEY FEES	31,755	47,244	47,244	47,244
	9859 WATER SALES FOR RESALE	104	23,047	23,047	23,047
	9862 WATER SALES-OTHER	300	0	0	0
	9930 REV APPLICABLE PRIOR YRS	35,570	0	0	0
	9949 OTHER REIMBURSEMENTS	2,957	1,869	1,869	1,869
	9951 MAP SALES	1,321	(236)	(236)	(236)
	9959 SERVICE CHGE RETRND CHKS	88	0	0	0
	9960 OTHER REVENUE	4,434	470	470	470
	9975 PM INSPECT-IMP PLANS P11E	88,301	87,102	87,102	87,102
	9976 TM INSPECT-IMP PLANS P11D	360,327	268,240	268,240	268,240
	TOTAL:	1,184,360	1,162,560	1,162,560	1,162,560
2250 INFORMATION TECHNOLOGY DEPARTM	8201 ITD BLLNGS- VOICE COMMUNICATIO	227,311	275,020	275,020	275,020
	8202 ITD BILLINGS-NETWORKED SERVICE	277,467	353,505	353,505	353,505
	8203 ITD BILLINGS-RADIO/COMMNS	22,139	18,165	18,165	18,165
	8246 ITD BILLINGS-ENTERPRISE SERVIC	2,690	43,368	43,368	43,368
	8247 ITD BILLINGS-DEPARTMENTAL SERV	54,532	108,387	178,492	178,492
	8253 BLG - MAJOR SYSTEM DEVELOP	582,073	752,532	752,532	752,532
	8333 STATE AID-NUCLEAR PLANNG	57,183	52,467	52,467	52,467
	8656 FEDERAL-GRANTS	55,959	0	0	0
	8821 TRANSFER IN FR AUTOMATION REPL	215,000	0	0	0
	9497 OTHER BILLINGS TO COURTS	576,555	596,323	596,323	596,323
	9499 BILLINGS TO OUTSIDE AGENCIES	38,961	51,633	51,633	51,633
	9655 ITD BILL OUTSIDE AGENCIES	271,940	292,796	292,796	292,796

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2250 (Continued)	9656 ITD BILL OUTSIDE AGENCIES COMM	210,273	215,438	215,438	215,438
	9714 COIN TELEPHONE COMMISSION	2,058	3,500	3,500	3,500
	9936 REFUNDS/EXCISE TAX	2,060	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	31	0	0	0
	TOTAL:	2,596,232	2,763,134	2,833,239	2,833,239
2340 RISK MANAGEMENT	8214 INS BLLNG TO COUNTY AGCY	302,163	262,167	262,167	262,167
	8222 SUPPRT BLNG TO GOVTL AGCY	226,286	330,310	507,894	507,894
	9497 OTHER BILLINGS TO COURTS	4,111	0	0	0
	9953 EMPLOYEE REIMBURSEMENTS	184	0	0	0
	9960 OTHER REVENUE	3,282	0	0	0
	TOTAL:	536,026	592,477	770,061	770,061
2509 CLERK/RECORDER	8324 SB90 STATE MANDATED COSTS	0	151,707	151,707	151,707
	8399 STATE AID - OTHER	13,022	422,137	18,200	18,200
	9294 MARRIAGE LICENSES	5,982	6,000	6,000	6,000
	9499 BILLINGS TO OUTSIDE AGENCIES	2,280	2,000	2,000	2,000
	9625 ELECTION SERVICES	45,787	220,000	220,000	220,000
	9637 INVOLUNTARY LIEN NOTICES	12,166	8,000	8,000	8,000
	9660 RECORDERS FEE GC27361.4	357,934	200,000	200,000	200,000
	9693 RECORDER'S SPECL PROJECTS	305,845	437,287	437,287	437,287
	9694 RECORDG FEE-MICROGRAPHICS	64,284	104,742	104,742	104,742
	9695 RECORDING FEES	1,183,615	700,000	700,000	700,000
	9696 RECORDING FEES-VHS	5,658	12,786	12,786	12,786
	9699 CHANGE OF OWNERSHIP FEE	17,360	10,000	10,000	10,000
	9744 RECORDING FEE-INFO SYSTEM	3,701	0	0	0
	9757 COPYING FEES	30,425	9,400	9,400	9,400
	9778 OTHER CLERK FEES	322,199	185,000	185,000	185,000
	9779 BOARD CLERK FEES	12,953	16,000	16,000	16,000
	9782 REIMB OTHR CNTY-VENUE CNG	130	0	0	0
	9792 PAR MAP CHECKING THRU T/A	2,174	5,000	5,000	5,000
	9949 OTHER REIMBURSEMENTS	315	0	0	0
	9956 PUB INFO SALE-COMP FILES	6,599	4,450	4,450	4,450
	9980 CASH OVERAGES	6,332	0	0	0
	TOTAL:	2,398,761	2,494,509	2,090,572	2,090,572
2550 PUBLIC DEFENDER	8337 STATE REIMB-CMC/ASH CASES	159,987	205,000	195,000	195,000
	9619 PUBLIC DEFENDR SRVS-ADULT	74	8,000	8,000	8,000
	9677 REIMB JUV COURT PROF FEES	50,192	24,000	24,000	24,000
	9960 OTHER REVENUE	30,429	1,000	1,000	1,000
	TOTAL:	240,682	238,000	228,000	228,000
2560 DISTRICT ATTORNEY	8222 SUPPRT BLNG TO GOVTL AGCY	0	50,150	50,150	50,150
	8324 SB90 STATE MANDATED COSTS	0	295,000	295,000	295,000
	8326 STATE AID- EXTRADITION	30,685	53,000	53,000	53,000
	8337 STATE REIMB-CMC/ASH CASES	90,843	271,000	271,000	271,000
	8341 ST AID-INS FRAUD INVESTIG	64,958	70,721	70,721	70,721
	8342 ST AID-DMV-VEH CRIME INV	133,731	127,000	127,000	127,000
	8347 STATE AWARDED GRANTS	150,836	169,490	169,490	149,945
	8359 ST AID PROP 36 SUBSTANCE ABUSE	4,587	8,614	8,614	8,614

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2560 (Continued)	8399 STATE AID - OTHER	1,105	7,000	7,000	7,000
	8448 ST AID-PUBLIC SAFETY SRVC	2,259,463	1,996,100	2,206,103	2,206,103
	8490 ST AID - SLESF	73,550	75,772	75,772	75,772
	9310 VEHICLE FORFEITURES-VC14607.6	358	500	500	500
	9334 SMALL CLAIMS ADVISORY FEE	4,671	5,500	5,500	5,500
	9342 SETTLEMENTS/JUDGEMENTS	90,046	90,000	90,000	90,000
	9356 BLOOD ALCOHOL FINES	29,000	24,000	24,000	24,000
	9499 BILLINGS TO OUTSIDE AGENCIES	50,401	0	0	0
	9610 ADMINISTRATIVE SERVICES	171,769	195,000	195,000	195,000
	9627 DEFERRED ENTRY OF JUDGMENT	59,934	65,000	65,000	65,000
	9908 SETTLEMENTS-ENVIRONMENTAL	0	92,432	92,432	92,432
	9930 REV APPLICABLE PRIOR YRS	(20,101)	0	0	0
	9960 OTHER REVENUE	164,912	369,730	399,730	399,730
	9980 CASH OVERAGES	237	200	200	200
	TOTAL:	3,360,985	3,966,209	4,206,212	4,186,667
2561 CHILD SUPPORT SERVICES	8334 STATE AID FOR DISASTER	842	0	0	0
	8380 ST AID - CHILD SUP ADMIN	1,467,455	1,617,151	1,617,151	1,617,151
	8603 FEDERAL AID-STORM DAMAGE	3,503	0	0	0
	8680 FED AID-CHILD SUP ADMIN	3,390,961	3,139,175	3,139,175	3,139,175
	8682 FED AID-INCENTIVES	311,479	0	0	0
	9409 OTHER INTEREST	3,144	0	0	0
	9635 LEGAL SERVICES	1,636	0	0	0
	9723 LABORATORY SERVICES	5,622	0	0	0
	9960 OTHER REVENUE	0	68,419	68,419	68,419
	9980 CASH OVERAGES	4	0	0	0
	TOTAL:	5,184,646	4,824,745	4,824,745	4,824,745
2562 VICTIM/WITNESS ASSISTANCE	8324 SB90 STATE MANDATED COSTS	0	3,000	3,000	3,000
	8337 STATE REIMB-CMC/ASH CASES	6,717	22,000	22,000	22,000
	8347 STATE AWARDED GRANTS	487,401	526,045	526,045	508,045
	9293 DOMESTIC VIOLENCE FEES	107,676	55,200	55,200	55,200
	9967 CONTRIBUTIONS - NON GOVTL	0	6,500	6,500	6,500
	TOTAL:	601,794	612,745	612,745	594,745
2590 SHERIFF-CORONER	8222 SUPPRT BLNG TO GOVTL AGCY	81,464	100,451	100,451	100,451
	8241 SHERIFF BILLINGS FOR SECURITY	289,676	246,412	246,412	246,412
	8324 SB90 STATE MANDATED COSTS	(50,015)	50,000	50,000	50,000
	8333 STATE AID-NUCLEAR PLANNG	(35)	12,000	17,000	17,000
	8334 STATE AID FOR DISASTER	3,919	0	0	0
	8342 ST AID-DMV-VEH CRIME INV	98,912	120,000	102,200	102,200
	8347 STATE AWARDED GRANTS	65,738	112,206	112,206	136,267
	8356 STATE REIMB FOR DNA TESTING	1,028	1,200	1,200	1,200
	8362 ST REV-PAROLE HOLDS	279,011	400,000	400,000	400,000
	8366 ST AID - ILLEGAL PLANT SUPPR	333,657	227,135	227,135	227,135
	8399 STATE AID - OTHER	218,087	40,000	40,000	40,000
	8448 ST AID-PUBLIC SAFETY SRVC	10,186,215	9,021,000	9,945,653	9,945,653
	8490 ST AID - SLESF	433,721	0	98,718	98,718
	8603 FEDERAL AID-STORM DAMAGE	14,821	0	0	0
	8618 FEDERAL AID-COPS AHEAD	91,609	0	0	0

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2590 (Continued)	8621 FED AID-LLEBG GRANT	26,908	0	0	0
	8654 FED AID - SCAAP PASS THRU	337,515	0	30,000	215,810
	8659 FEDERAL AID - OTHER	147,242	40,000	40,000	40,000
	8701 OTHER GOVT AGENCY REVENUE	36,537	28,000	28,000	28,000
	9288 FINGER PRINTING FEES	10,215	11,000	11,000	11,000
	9289 EXPLOSIVE PERMITS	1,125	600	600	600
	9292 GUN PERMITS	1,971	3,000	3,000	3,000
	9324 COUNTY PARKING	5,094	5,000	4,000	4,000
	9351 ASSET FORFEITURES	0	10,000	10,000	10,000
	9358 PENALTY AS-FINGERPRINT ID	146,125	137,599	137,599	137,599
	9498 SHERIFF BLNGS - COURT SECUR	2,219,649	2,334,784	2,334,784	2,334,784
	9588 INMATE ASSISTANCE REIMBRS	418	500	500	500
	9589 BOOKING FEES-INDIVIDUALS	44,929	50,000	42,000	42,000
	9593 FED AID-F/S COLL INCENTIV	172,960	147,193	147,193	147,193
	9663 HOME DETENTION PROGRAM	79,865	55,000	55,000	55,000
	9668 ALTERNATIVE WORK PROG REV	55,784	52,000	48,000	48,000
	9669 WEEKENDER PROGRAM	52,751	50,000	50,000	50,000
	9670 CIVIL PROCESS SERVICE	99,910	110,000	110,000	110,000
	9690 LAW ENFORCEMENT SERVICES	69,121	60,000	60,000	60,000
	9691 BOOKING FEES (SB 2557)	353,495	350,000	350,000	350,000
	9930 REV APPLICABLE PRIOR YRS	(11,139)	0	0	0
	9931 REF/ADJ-PRIOR YEAR EXPENS	16,709	0	0	0
	9940 SALE OF FIXED ASSETS	3,422	0	0	0
	9949 OTHER REIMBURSEMENTS	1,950	1,000	1,000	1,000
	9954 EMPL MEALS/IN-HOUSE FOOD	3,407	2,500	2,500	2,500
	9960 OTHER REVENUE	18,668	20,000	15,200	15,200
	9997 TOBACCO SETTLEMENT	125,000	125,000	125,000	125,000
	TOTAL:	16,067,439	13,923,580	14,946,351	15,156,222
2660 PROBATION DEPARTMENT	8302 ST RLGN-SALES TX-SOC SRVC	155,537	190,000	190,000	190,000
	8324 SB90 STATE MANDATED COSTS	0	47,000	47,000	47,000
	8337 STATE REIMB-CMC/ASH CASES	3,114	6,000	6,000	6,000
	8347 STATE AWARDED GRANTS	39,720	258,238	258,238	258,238
	8359 ST AID PROP 36 SUBSTANCE ABUSE	231,564	0	0	0
	8399 STATE AID - OTHER	24,933	248,071	248,071	248,071
	8448 ST AID-PUBLIC SAFETY SRVC	2,654,107	2,337,145	2,591,426	2,591,426
	8467 ST-10% REST FINE REBATE	7,708	12,000	12,000	12,000
	8469 ST-10% SBOC VOC REBATE	4,911	5,000	5,000	5,000
	8490 ST AID - SLESF	857,924	742,855	742,855	752,855
	8656 FEDERAL-GRANTS	179,572	218,068	218,068	218,068
	8660 FEDERAL - WELFARE ADMIN	2,826,358	2,158,853	2,193,188	2,228,724
	8667 FED AID-NUTRITION PROGRAM	78,792	60,000	60,000	60,000
	8701 OTHER GOVT AGENCY REVENUE	362,059	324,038	324,038	366,038
	9312 PROBA DRUG FEE-PC1203.1AB	732	1,800	1,800	1,800
	9320 BATTRD WM SHEL-PC1203.097	443	0	0	0
	9339 SUPERIOR COURT FINES-BASE	7,010	9,000	9,000	9,000
	9357 AIDS EDUCATION FINE-PC264	100	50	50	50
	9373 HEALTH/SAFETY FINES/FORFT	11,451	15,000	15,000	15,000
	9549 ELECTRONIC MONITORING FEE	21	1,000	1,000	1,000
	9592 MONITORING FEE-PC1203.1B	156,525	210,500	210,500	210,500

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2660 (Continued)	9595 DIVERSN MONITRG-PC1001.53	1,253	0	0	0
	9601 CHANGE OF PLEA	486	600	600	600
	9602 PROBA MGMNT FEE-ADULTS	11,239	15,000	15,000	15,000
	9605 SENTENCING REPORT FEE	73,467	99,400	99,400	99,400
	9606 RESTITN COLL FEE-PC1203.1	43,036	37,500	37,500	37,500
	9607 RECORD SEALING FEE	1,363	1,300	1,300	1,300
	9610 ADMINISTRATIVE SERVICES	83	100	100	100
	9627 DEFERRED ENTRY OF JUDGMENT	1,072	1,000	1,000	1,000
	9634 OTHER COURT-ORDERED REIMB	2,520	2,000	2,000	2,000
	9639 PROCESSING FEES	30,380	29,580	29,580	29,580
	9668 ALTERNATIVE WORK PROG REV	2,305	5,000	5,000	5,000
	9714 COIN TELEPHONE COMMISSION	5	0	0	0
	9747 INST.CARE-JUVENILE HALL	44,767	30,000	30,000	30,000
	9749 INSTITUTIONAL CARE/SERVCE	600	700	700	700
	9953 EMPLOYEE REIMBURSEMENTS	0	1,000	1,000	1,000
	9954 EMPL MEALS/IN-HOUSE FOOD	758	600	600	600
	9960 OTHER REVENUE	350,108	380,500	360,500	360,500
	TOTAL:	8,166,023	7,448,898	7,717,514	7,805,050
2670 COUNTY FIRE	8222 SUPPRT BLNG TO GOVTL AGCY	300,000	389,491	389,491	389,491
	8333 STATE AID-NUCLEAR PLANNG	22,067	14,000	14,000	14,000
	8334 STATE AID FOR DISASTER	4,362	0	0	0
	8399 STATE AID - OTHER	237,822	0	0	0
	8448 ST AID-PUBLIC SAFETY SRVC	1,837,719	1,651,278	1,794,319	1,794,319
	8603 FEDERAL AID-STORM DAMAGE	329,046	0	0	0
	8656 FEDERAL-GRANTS	186,318	0	0	0
	8658 FEDERAL AID - ENVIRONMENT	389	0	0	0
	9253 PLAN CHECK FEES	225,465	120,000	120,000	120,000
	9431 RENT-LAND/BLDG-SHORT TERM	11,093	5,000	5,000	5,000
	9582 FIRE SUPPRESSION/COST REI	40	0	0	0
	9587 AMBULANCE REIMBURSEMENT	111,081	101,900	101,900	101,900
	9627 DEFERRED ENTRY OF JUDGMENT	(11,590)	0	0	0
	9658 FIRE PROTECTION SERVICES	223,975	236,322	236,322	236,322
	9687 BOARDING FEES	11,590	0	0	0
	9903 SEMINAR/CONF/WORKSHOP FEE	52,076	52,000	52,000	52,000
	9949 OTHER REIMBURSEMENTS	36,273	2,500	2,500	2,500
	9956 PUB INFO SALE-COMP FILES	355	0	0	0
	9994 GRANTS - HUD ENTITLEMENT	33,950	0	0	0
	TOTAL:	3,612,031	2,572,491	2,715,532	2,715,532
2730 AGRICULTURAL COMMISSIONER	8222 SUPPRT BLNG TO GOVTL AGCY	784	0	0	0
	8330 STATE AID FOR AGRICULTURE	1,079,934	1,011,941	1,011,941	1,011,941
	8333 STATE AID-NUCLEAR PLANNG	34,040	34,700	71,534	71,534
	8438 ST AID-GAS TAX-UNCLAIMED	1,100,889	1,174,731	1,235,455	1,235,455
	8701 OTHER GOVT AGENCY REVENUE	9,500	9,500	9,500	9,500
	9281 LAND USE PERMITS	23,494	25,000	25,000	25,000
	9291 OTHER LICENSES AND PERMIT	94,268	93,550	93,550	93,550
	9371 AGRICULTURE FINES	3,985	0	0	0
	9661 AGRICULTURAL SERVICES	76,767	79,200	79,200	79,200
	9662 RODENT CONTROL	54,354	42,000	42,000	42,000

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2730 (Continued)	9665 STANDARDIZATION INSPECTS	2,943	6,100	6,100	6,100
	9783 HAZARDOUS WASTE REVENUES	24,624	11,400	0	0
	9949 OTHER REIMBURSEMENTS	20,805	0	0	0
	9960 OTHER REVENUE	1,527	2,000	2,000	2,000
	TOTAL:	2,527,914	2,490,122	2,576,280	2,576,280
2790 EMERGENCY SERVICES	8333 STATE AID-NUCLEAR PLANNG	617,699	719,117	719,117	719,117
	8334 STATE AID FOR DISASTER	211	0	0	0
	8603 FEDERAL AID-STORM DAMAGE	798	0	0	0
	8656 FEDERAL-GRANTS	61,615	0	0	0
	8659 FEDERAL AID - OTHER	58,393	26,500	35,000	35,000
	8701 OTHER GOVT AGENCY REVENUE	0	3,500	1,500	1,500
	9953 EMPLOYEE REIMBURSEMENTS	403	250	250	250
	TOTAL:	739,119	749,367	755,867	755,867
2800 PLANNING & BUILDING DEPARTMENT	8222 SUPPRT BLNG TO GOVTL AGCY	27,879	104,168	104,168	104,168
	8232 BILLNGS-PASS THRU GRANTS	359,640	400,000	400,000	400,000
	8324 SB90 STATE MANDATED COSTS	0	5,000	5,000	5,000
	8333 STATE AID-NUCLEAR PLANNG	4,902	0	0	0
	8334 STATE AID FOR DISASTER	318	0	0	0
	8363 STATE COASTAL GRANT	0	388,986	208,986	208,986
	8496 ST AID-PASS THRU GRANTS	747,654	0	0	0
	8603 FEDERAL AID-STORM DAMAGE	1,201	0	0	0
	9251 BUILDING PERMITS	2,175,382	2,100,000	2,100,000	2,100,000
	9252 GRADING PERMITS	59,151	60,000	60,000	60,000
	9253 PLAN CHECK FEES	1,493,598	1,500,000	1,500,000	1,500,000
	9254 SUB PERMITS-MECH EL PLUMB	459,341	400,000	400,000	400,000
	9281 LAND USE PERMITS	585,391	895,621	895,621	895,621
	9282 PLOT PLANS	484,527	590,081	590,081	590,081
	9283 GENERAL PLAN AMENDMENTS	38,429	40,920	40,920	40,920
	9284 AGRICULTURAL PRESERVE FEE	20,017	39,472	39,472	39,472
	9285 SUBDIVISION PERMITS	533,190	526,967	526,967	526,967
	9286 SPECIFIC PLANS	12,631	16,500	16,500	16,500
	9291 OTHER LICENSES AND PERMIT	35,429	81,620	81,620	81,620
	9303 LAND USE FINES	24,810	15,400	15,400	15,400
	9345 BLDG CODE INVESTIG FEES	34,618	91,920	91,920	91,920
	9596 MITIGATION FEE-AIR	884	63,190	63,190	63,190
	9610 ADMINISTRATIVE SERVICES	142,322	200,000	200,000	200,000
	9641 ENVIRONMNTL ASSESSMT FEES	71,916	68,287	68,287	68,287
	9643 LAFCO PROCESSING FEES	6,500	4,000	4,000	4,000
	9644 PUBLICATION FEES	713	690	690	690
	9654 ALLOCATION ADMIN FEE	59,250	127,500	127,500	127,500
	9658 FIRE PROTECTION SERVICES	691	0	0	0
	9704 DEVELOPMENT FEE- ADMIN	107,589	80,000	80,000	80,000
	9710 ROAD ABANDONMENT FEE	34,240	114,945	114,945	114,945
	9799 OTHER SERVICE CHARGES	0	330	330	330
	9930 REV APPLICABLE PRIOR YRS	30,500	0	0	0
	9950 BOOK,PAMPHLT,BROCHR SALES	14,718	20,000	20,000	20,000
	9958 NUISANCE ABATEMENT	42,703	48,424	48,424	48,424
	9960 OTHER REVENUE	113,812	65,310	65,310	65,310

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2800 (Continued)	9977 MICROFILM	184,197	260,040	260,040	260,040
	TOTAL:	7,908,143	8,309,371	8,129,371	8,129,371
2840 ANIMAL SERVICES	8701 OTHER GOVT AGENCY REVENUE	363,931	416,063	416,063	416,063
	9210 ANIMAL LICENSES	269,056	365,000	365,000	365,000
	9297 2840-MISC PERMITS	17,109	19,274	19,274	19,274
	9610 ADMINISTRATIVE SERVICES	3,718	2,300	2,300	2,300
	9685 HUMANE SERVICES	73,969	65,200	65,200	65,200
	9686 IMPOUND FEES	46,184	48,000	48,000	48,000
	9687 BOARDING FEES	20,662	26,000	26,000	26,000
	9688 ANIMAL PLACEMENT	48,755	57,000	57,000	57,000
	9689 ANIMAL PICK-UP (CARCASS)	222	0	0	0
	9959 SERVICE CHGE RETRND CHKS	30	0	0	0
	9960 OTHER REVENUE	13,746	7,000	7,000	7,000
	9968 GRANTS: NON-GOVERNMENTAL	(40)	0	0	0
	TOTAL:	857,342	1,005,837	1,005,837	1,005,837
2945 WASTE MANAGEMNT	9822 CONSTRUCTION/DEMOLITION FEE	0	0	0	65,736
3000 PUBLIC HEALTH DEPARTMENT	8222 SUPPRT BLNG TO GOVTL AGCY	145,812	35,363	35,363	35,363
	8302 ST RLGN-SALES TX-SOC SRVC	191,165	313,632	313,632	313,632
	8304 ST RLGN-SALES TAX-HEALTH	1,539,672	1,457,059	1,457,059	1,457,059
	8305 ST REALGN- VLF	2,382,533	2,147,248	2,147,248	2,147,248
	8308 ST REALGN- VLF GROWTH	20,953	0	0	0
	8333 STATE AID-NUCLEAR PLANNG	59,280	96,000	96,000	96,000
	8347 STATE AWARDED GRANTS	5,161	86,618	86,618	86,618
	8399 STATE AID - OTHER	190,098	604,971	604,971	604,971
	8403 STATE AID-GAIN PROGRAM	(194,258)	0	0	0
	8430 ST AID-CALIF CHILDRN SRVC	774,239	1,195,237	1,195,237	1,195,237
	8432 STATE - HEALTH ADMIN.	1,639,831	971,798	971,798	971,798
	8604 FEDERAL - HEALTH ADMIN	3,779,774	3,766,438	3,766,438	3,891,438
	8656 FEDERAL-GRANTS	684,948	858,390	858,390	858,390
	8672 FED AID - PUBLIC HEALTH SECURI	754,743	552,569	639,594	639,594
	8701 OTHER GOVT AGENCY REVENUE	25,673	177,826	173,676	173,676
	9295 BURIAL PERMITS	4,607	4,400	4,400	4,400
	9315 CHILD RESTRNT FEE-COUNTY	1,658	2,000	2,000	2,000
	9316 CHILD RESTRAINT FEE-CITY	2,117	2,700	2,700	2,700
	9357 AIDS EDUCATION FINE-PC264	155	0	0	0
	9409 OTHER INTEREST	744	700	700	700
	9463 ADM PENALTY-HS 25187	100,000	50,000	50,000	50,000
	9499 BILLINGS TO OUTSIDE AGENCIES	220,527	45,000	45,000	45,000
	9681 GUARDIANSHIP FEES	108,059	110,000	110,000	110,000
	9682 REPRESENTATIVE PAYEE FEES	18,646	20,000	20,000	20,000
	9695 RECORDING FEES	78,855	129,943	129,943	129,943
	9718 EXAM FEES-CHILDREN	14,945	0	0	0
	9720 OBSTETRICAL SERVICES	427,431	0	0	0
	9721 NURSING FEES	331,280	437,100	437,100	437,100
	9722 HOME HEALTH NURSING FEES	65,024	69,204	69,204	69,204
	9723 LABORATORY SERVICES	581,659	838,000	996,930	996,930
	9730 ENVIRONMENTAL HEALTH SERVICES	1,297,128	1,253,891	1,253,891	1,280,891

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
3000 (Continued)	9738 MEDICAL REMB SERV/PAT CAR	396,980	334,500	334,500	334,500
	9745 CALIF CHILDREN SERVICES	35,000	35,000	35,000	35,000
	9809 PROGRAM REV - CHILD&FAMILIES	819,102	885,443	1,013,145	1,013,145
	9953 EMPLOYEE REIMBURSEMENTS	134	0	0	0
	9960 OTHER REVENUE	139,109	8,000	8,000	8,000
	9997 TOBACCO SETTLEMENT	373,414	425,413	425,413	425,413
	TOTAL:	17,016,198	16,914,443	17,283,950	17,435,950
3045 CLINICAL LAB SERVICES	9723 LABORATORY SERVICES	784	2,824,245	2,824,245	2,824,245
	TOTAL:	784	2,824,245	2,824,245	2,824,245
3070 MENTAL HEALTH	8222 SUPPRT BLNG TO GOVTL AGCY	55,175	45,000	45,000	141,000
	8302 ST RLGN-SALES TX-SOC SRVC	92,756	113,300	113,300	113,300
	8303 ST RLGN-SALES TAX-M H	4,568,627	4,695,329	4,695,329	4,695,329
	8305 ST REALGN- VLF	1,254,084	924,977	924,977	924,977
	8308 ST REALGN- VLF GROWTH	22,251	123,168	123,168	123,168
	8312 ST RLGN-VLF BASE RESTORTN	99,272	0	0	0
	8325 ST AID- DRUG/MENTL HEALTH	515,301	558,353	558,353	558,353
	8348 ST AID-MANGD CARE-INPATNT	659,245	1,218,371	642,982	642,982
	8402 STATE AID ADULT PROGRAMS	956,668	955,000	955,000	955,000
	8412 MEDI-CAL:PATIENTS-ST +FED	6,326,580	6,128,553	6,277,052	6,630,058
	8430 ST AID-CALIF CHILDRN SRVC	252,522	0	0	0
	8434 ST AID-EPSDT-MENTAL HEALTH	1,989,033	2,272,619	2,335,342	2,335,342
	8624 FED AID - IDEA FUNDS	500,366	500,366	500,366	720,366
	8656 FEDERAL-GRANTS	455,374	430,345	430,345	430,345
	8659 FEDERAL AID - OTHER	28,769	28,769	28,769	28,769
	8701 OTHER GOVT AGENCY REVENUE	105,124	120,000	120,000	120,000
	9725 MENTAL HEALTH SVCS-MEDICARE	168,124	115,000	115,000	115,000
	9748 MENTAL HLTH SVCS-INSURANCE	185,976	204,000	204,000	204,000
	9808 MENTAL HLTH SVCS-SELF PAY	19,986	30,000	30,000	30,000
	9903 SEMINAR/CONF/WORKSHOP FEE	0	1,000	1,000	1,000
	9930 REV APPLICABLE PRIOR YRS	6,166	0	0	0
	9949 OTHER REIMBURSEMENTS	640	0	0	0
	9960 OTHER REVENUE	130,240	93,443	93,443	93,443
	9997 TOBACCO SETTLEMENT	974,621	756,508	756,508	756,508
	TOTAL:	19,366,900	19,314,101	18,949,934	19,618,940
3075 DRUG & ALCOHOL SERVICES	8222 SUPPRT BLNG TO GOVTL AGCY	144,167	143,765	143,765	143,765
	8339 ST AID-DRUG AND ALCOHOL	54,566	54,566	54,566	54,566
	8343 ST AID-PERINATAL T E F	243,724	243,724	243,724	243,724
	8347 STATE AWARDED GRANTS	159,023	274,298	274,298	274,298
	8359 ST AID PROP 36 SUBSTANCE ABUSE	624,776	603,471	603,471	603,471
	8399 STATE AID - OTHER	79,679	84,479	84,479	84,479
	8496 ST AID-PASS THRU GRANTS	736,574	736,574	736,574	736,574
	8613 FED AID-DRUG FREE SCH/COM	159,890	196,627	196,627	196,627
	8655 FED AID-DRUG AND ALCOHOL	1,619,015	1,593,894	1,593,894	1,593,894
	8656 FEDERAL-GRANTS	100,373	100,000	100,000	100,000
	8668 FED AID-PERINTL SETASIDE	71,477	71,472	71,472	71,472
	8701 OTHER GOVT AGENCY REVENUE	27,500	27,500	27,500	27,500
	9356 BLOOD ALCOHOL FINES	71,157	53,117	53,117	53,117

		2003-04	2004-05	2004-05	2004-05
DEPARTMENT	REVENUE TYPE	ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
3075 (Continued)	9380 FEES -ALCOHOL ABUSE & EDU	76,000	72,000	72,000	72,000
	9655 ITD BILL OUTSIDE AGENCIES	(60)	0	0	0
	9727 ALCOHOLISM SERVICES	121,837	130,000	139,000	232,184
	9809 PROGRAM REV - CHILD&FAMILIES	78,216	0	0	0
	9949 OTHER REIMBURSEMENTS	153,047	145,528	145,528	145,528
	9960 OTHER REVENUE	18,000	18,000	18,000	18,000
	9997 TOBACCO SETTLEMENT	137,301	137,301	137,301	137,301
	TOTAL:	4,676,262	4,686,316	4,695,316	4,788,500
3200 SOCIAL SERVICES ADMINISTRATION	8302 ST RLGN-SALES TX-SOC SRVC	1,625,919	1,829,028	1,829,028	1,829,028
	8305 ST REALGN- VLF	160,142	0	0	0
	8308 ST REALGN- VLF GROWTH	67,445	0	0	0
	8314 ST RLGN-CASELD GRWT-SOC S	40,314	0	0	0
	8401 STATE - WELFARE ADMIN.	20,741,300	19,862,491	19,776,491	19,789,710
	8403 STATE AID-GAIN PROGRAM	(414,607)	0	0	0
	8414 ST-WELFARE ADMIN-PRIOR YR	(970,000)	0	0	0
	8660 FEDERAL - WELFARE ADMIN	18,776,802	20,083,655	19,983,655	19,996,036
	8663 FEDERAL AID-GAIN PROGRAM	74,529	0	0	0
	8682 FED AID-INCENTIVES	91,189	1,116,944	1,116,944	1,116,944
	8701 OTHER GOVT AGENCY REVENUE	13,631	0	0	0
	8816 PROCEEDS OF GF INTERNAL LOAN	122,017	0	0	0
	9692 CHILDREN PROTECTION FEES	60,000	60,000	60,000	60,000
	9714 COIN TELEPHONE COMMISSION	7	0	0	0
	9741 ADOPTION FEES	7,500	3,000	3,000	3,000
	9932 REIMBURSEMENTS-ASSISTANCE	5,872	2,500	2,500	2,500
	9940 SALE OF FIXED ASSETS	2,944	0	0	0
	9949 OTHER REIMBURSEMENTS	2,544	2,544	2,544	2,544
	9960 OTHER REVENUE	198,029	186,554	186,554	186,554
	9967 CONTRIBUTIONS - NON GOVTL	13,961	20,000	20,000	20,000
	TOTAL:	40,619,538	43,166,716	42,980,716	43,006,316
3240 FOSTER CARE-SOCIAL SERVICES	8302 ST RLGN-SALES TX-SOC SRVC	3,338,710	3,771,400	3,533,951	3,533,951
	8401 STATE - WELFARE ADMIN.	4,538,742	5,222,359	5,222,359	5,222,359
	8405 STATE AID - ABATEMENT	30,406	30,000	30,000	30,000
	8411 ST AID-CS COLL-FOSTR CARE	26,482	35,000	35,000	35,000
	8622 FED AID - REIMB	22,068	30,000	30,000	30,000
	8660 FEDERAL - WELFARE ADMIN	4,405,573	4,550,020	4,550,020	4,550,020
	8662 FEDERAL AID - ABATEMENT	20,918	21,000	21,000	21,000
	9932 REIMBURSEMENTS-ASSISTANCE	326,057	291,667	291,667	291,667
	TOTAL:	12,708,956	13,951,446	13,713,997	13,713,997
3250 CALWORKS	8401 STATE - WELFARE ADMIN.	5,620,202	5,965,750	5,965,750	5,965,750
	8403 STATE AID-GAIN PROGRAM	1,063	0	0	0
	8411 ST AID-CS COLL-FOSTR CARE	44,300	40,000	40,000	40,000
	8622 FED AID - REIMB	46,631	40,000	40,000	40,000
	8660 FEDERAL - WELFARE ADMIN	4,947,358	5,048,813	5,048,813	5,048,813
	8663 FEDERAL AID-GAIN PROGRAM	2,093	0	0	0
	9932 REIMBURSEMENTS-ASSISTANCE	85,177	70,000	70,000	70,000
	TOTAL:	10,746,824	11,164,563	11,164,563	11,164,563

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
3280 MEDICAL ASSISTANCE PROG	8701 OTHER GOVT AGENCY REVENUE	0	603,090	603,090	603,090
	9738 MEDICAL REMB SERV/PAT CAR	0	1,270,000	1,240,000	1,240,000
	TOTAL:	0	1,873,090	1,843,090	1,843,090
3281 SUSPECTED ABUSE RESPONSE TEAM	8432 STATE - HEALTH ADMIN.	0	3,000	3,000	3,000
3285 LAW ENFORCEMENT MED CARE	8302 ST RLGN-SALES TX-SOC SRVC	24,044	32,820	32,820	32,820
	8304 ST RLGN-SALES TAX-HEALTH	216,636	207,860	207,860	207,860
	8305 ST REALGN- VLF	306,320	306,320	306,320	306,320
	9718 EXAM FEES-CHILDREN	3,781	0	0	0
	9721 NURSING FEES	1,315	1,000	1,000	1,000
	9953 EMPLOYEE REIMBURSEMENTS	75	0	0	0
	9960 OTHER REVENUE	11,280	15,150	15,150	15,150
	TOTAL:	563,451	563,150	563,150	563,150
3290 GENERAL ASSISTANCE	8302 ST RLGN-SALES TX-SOC SRVC	122,786	0	0	0
	8401 STATE - WELFARE ADMIN.	66,774	64,000	64,000	64,000
	8411 ST AID-CS COLL-FOSTR CARE	220	120	120	120
	9295 BURIAL PERMITS	7,064	5,000	5,000	5,000
	9932 REIMBURSEMENTS-ASSISTANCE	308,237	320,000	320,000	320,000
	9949 OTHER REIMBURSEMENTS	30,119	0	0	0
	TOTAL:	535,200	389,120	389,120	389,120
3330 VETERANS SERVICES	8335 STATE AID VETERAN AFFAIRS	65,061	60,000	70,000	70,000
	TOTAL:	65,061	60,000	70,000	70,000
4030 FARM ADVISOR	8399 STATE AID - OTHER	6,244	6,200	6,200	6,200
	TOTAL:	6,244	6,200	6,200	6,200
2920 ROADS	8249 ROADS IMPACT FEES	4,634,196	2,844,916	2,686,666	2,686,666
	8334 STATE AID FOR DISASTER	7,615	0	0	0
	8336 HOMEOWNER PROP TAX RELIEF	9,733	10,745	10,745	10,745
	8347 STATE AWARDED GRANTS	12,600	0	0	0
	8440 STATE - HIGHWAY USERS TAX	5,772,122	5,800,000	5,800,000	5,800,000
	8442 STATE AID CONSTRUCTION	2,133,251	1,456,758	1,456,758	1,703,368
	8443 TRANS DEV ACT SB 325	1,554,447	1,500,000	1,500,000	1,500,000
	8447 ST AID-ISTEA EXCHANGE	0	1,156,120	1,156,120	1,156,120
	8459 ST-MV EMISSION REDUCTION	0	4,651	4,651	4,651
	8460 STATE-MOTOR VEH LIC FEE	36,445	12,300	12,300	12,300
	8603 FEDERAL AID-STORM DAMAGE	26,475	0	0	0
	8605 FEDERAL AID CONSTRUCTION	3,894,674	6,305,669	5,796,760	5,796,760
	8606 FEDERAL AID FOR DISASTER	499,700	0	0	0
	8607 FEDERAL FOREST RESERV REV	11,005	0	0	0
	8701 OTHER GOVT AGENCY REVENUE	200,000	0	0	0
	8810 TRANSFERS IN FROM GEN FND	4,300,000	7,795,611	4,300,000	4,300,000
	9010 PROP. TAXES CURR. SECURED	990,050	995,930	995,930	995,930
	9011 SUPPLEMENTAL-CURR.SECURED	36,505	36,056	36,056	36,056
	9020 PROP. TAXES CURR. UNSEC.	22,056	24,499	24,499	24,499
	9021 SUPPLEMENTAL-CURR.UNSEC.	144	120	120	120
	9110 PROP. TAXES PRIOR SECURED	(1,037)	(2,029)	(2,029)	(2,029)

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
2920 (Continued)	9111 SUPPLEMENTL-PRIOR SECURED	6	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	546	407	407	407
	9121 SUPPLEMENTAL-PRIOR UNSEC	274	272	272	272
	9132 PENALTIES-DELINQUENT TAX	136	0	0	0
	9410 INTEREST	87,694	90,000	90,000	90,000
	9539 ROAD TRANSVERSE CUT FEE	9,892	7,000	7,000	7,000
	9541 ROAD LONGITUDE CUT FEE	888	0	0	0
	9645 PLANNING/ENGINEERING SVCS	2,124	985	985	985
	9646 ROAD PERMIT FEES	12,993	10,648	10,648	10,648
	9707 ROAD ABANDNMT REQUEST FEE	50	0	0	0
	9709 ENCROACHMENT PERMIT FEES	68,132	46,680	46,680	46,680
	9710 ROAD ABANDONMENT FEE	200	0	0	0
	9712 CURB & GUTTER WAIVERS	39,934	11,576	11,576	11,576
	9911 ELECTRIC DEREGULATION SETTLEME	16,221	0	0	0
	9930 REV APPLICABLE PRIOR YRS	233,624	0	0	0
	9949 OTHER REIMBURSEMENTS	28,500	0	0	0
	9960 OTHER REVENUE	202,340	0	0	0
	TOTAL:	24,843,535	28,108,914	23,946,144	24,192,754
2207 CAPITAL PROJECTS FUND	8219 CIP/FIXED ASSET BILLINGS	308,496	460,200	460,200	460,200
	8347 STATE AWARDED GRANTS	99,989	0	0	0
	8363 STATE COASTAL GRANT	1,063	0	0	0
	8399 STATE AID - OTHER	26,026	0	0	0
	8450 ST AID-BICYCLE LANE ACCT	319,089	0	0	0
	8656 FEDERAL-GRANTS	11,699	0	0	0
	8810 TRANSFERS IN FROM GEN FND	1,600,000	0	0	0
	8822 OPERATING TRANSFERS IN	2,000,000	0	0	0
	8851 OPR TRF IN - PFF LIBRARY	14,369	0	0	0
	8852 OPR TRF IN - PFF FIRE	186,893	0	0	0
	8853 OPR TRF IN - PFF PARKS	955,879	0	0	0
	8855 OPR TRF IN - PFF LAW ENFORC	66,018	0	0	0
	9395 PENALTY AS-CTHS TEMP CONS	578,842	0	0	0
	9408 INTEREST ON PROGRAM FUNDS	134,190	0	0	0
	9410 INTEREST	354,747	200,000	200,000	200,000
	9555 PREAPPLICATION PROCESS	30	0	0	0
	9776 PARKLAND FEE (QUIMBY FEE)	74,525	0	0	0
	9930 REV APPLICABLE PRIOR YRS	(414,558)	0	0	0
	9936 REFUNDS/EXCISE TAX	272,692	0	0	0
	9955 OTHER SALES	9,415	0	0	0
	TOTAL:	6,599,404	660,200	660,200	660,200
4125 PARKS	8222 SUPPRT BLNG TO GOVTL AGCY	56,564	29,578	74,411	74,411
	8223 SUPPRT BLNG TO NON-GOVTL	0	44,833	0	0
	8225 PARKS BILLNGS-GRNDS/MAINT	142,388	186,878	186,878	186,878
	8334 STATE AID FOR DISASTER	6,953	0	0	0
	8347 STATE AWARDED GRANTS	4,677	0	0	0
	8358 ST AID-PROP 12 PARKS GRANT	196,163	0	0	0
	8603 FEDERAL AID-STORM DAMAGE	28,031	0	0	0
	8810 TRANSFERS IN FROM GEN FND	2,441,141	2,441,141	2,441,141	2,441,141
	8817 INTERNAL LOAN REPAYMENT-PRIN	50,000	100,000	100,000	100,000

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
4125 (Continued)	8853 OPR TRF IN - PFF PARKS	423,808	20,000	20,000	20,000
	9365 FISH AND GAME FINES	0	3,000	3,000	3,000
	9366 OFF-HIGHWAY MOTOR FINES	5,500	6,000	6,000	6,000
	9375 LITTER CLEANUP	520	0	0	0
	9410 INTEREST	7,047	11,200	11,200	11,200
	9431 RENT-LAND/BLDG-SHORT TERM	12,646	6,776	6,776	6,776
	9432 RENT-LAND/BLDG-LONG TERM	26,428	29,962	29,962	29,962
	9434 FARM LAND RENT	1,901	1,965	1,965	1,965
	9499 BILLINGS TO OUTSIDE AGENCIES	26,000	0	0	0
	9704 DEVELOPMENT FEE- ADMIN	1,470	0	0	0
	9714 COIN TELEPHONE COMMISSION	40	225	225	225
	9732 INST CARE/SERV-CASH	450	0	0	0
	9734 INST CARE/SERV-REFUNDS	344	0	0	0
	9762 CAMPING FEES	362,849	382,264	382,264	382,264
	9763 DAILY PASSES	54,254	124,352	124,352	124,352
	9764 GROUP ENTRANCE FEES	90,888	115,915	115,915	115,915
	9765 SEASON PASSES	25,374	36,647	36,647	36,647
	9766 SEASON BOAT LICENSES	14,529	23,274	23,274	23,274
	9767 DAILY BOAT PASSES	15,634	28,490	28,490	28,490
	9768 INCOME FROM CONCESSIONS	81,633	70,957	70,957	70,957
	9769 SWIMMING POOL FEES	65,420	68,143	68,143	68,143
	9771 DOG/DAY USE	9,263	6,267	6,267	6,267
	9772 SHOWERS/LOCKERS	22,883	17,800	17,800	17,800
	9776 PARKLAND FEE (QUIMBY FEE)	6,160	0	400,000	400,000
	9781 MISCELLANEOUS FEES	13,846	1,977	1,977	1,977
	9787 RECREATIONAL PROGRAMS	5,833	1,690	1,690	1,690
	9789 OTHER RECREATIONAL FEES	13,250	0	0	0
	9811 TIEDOWN & HANGARS FEES	6	0	0	0
	9851 SERVICE CHARGES	1,137,139	1,392,362	1,392,362	1,392,362
	9936 REFUNDS/EXCISE TAX	(31)	0	0	0
	9949 OTHER REIMBURSEMENTS	10,000	0	0	0
	9955 OTHER SALES	125,695	0	0	0
	9960 OTHER REVENUE	9,510	660	660	660
	9969 BAD DEBT RECOVERY	1,779	0	0	0
	9980 CASH OVERAGES	209	125	125	125
	9987 SETTLEMNTS,DAMAGES,&REST.	200,032	0	0	0
	TOTAL:	5,698,226	5,152,481	5,552,481	5,552,481
2700 WILDLIFE AND GRAZING	8608 FEDERAL GRAZING FEES	3,208	5,000	5,000	5,000
	9410 INTEREST	269	50	50	50
	TOTAL:	3,477	5,050	5,050	5,050
4040 DRINKING DRIVER PROGRAMS	8222 SUPPRT BLNG TO GOVTL AGCY	6,885	0	0	0
	9410 INTEREST	1,851	2,000	2,000	2,000
	9537 FEES-YOUNG ADULTS PROGRAM	75,779	60,288	60,288	60,288
	9547 EXTD FIRST OFFENDER FEES	111,946	114,086	114,086	114,086
	9627 DEFERRED ENTRY OF JUDGMENT	2,295	0	0	0
	9726 SECOND CHANCE CHARGES-ALC	443,971	436,189	436,189	436,189
	9753 FIRST OFFENDER FEES	450,616	420,228	420,228	420,228
	9781 MISCELLANEOUS FEES	44,522	46,239	46,239	46,239

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
4040 (Continued)	9949 OTHER REIMBURSEMENTS	227	0	0	0
	TOTAL:	1,138,092	1,079,030	1,079,030	1,079,030
2081 ORGANIZATIONAL EFFECTIVENESS	8810 TRANSFERS IN FROM GEN FND	350,000	200,000	200,000	200,000
	9410 INTEREST	33,790	0	0	0
	9497 OTHER BILLINGS TO COURTS	2,628	0	0	0
	9960 OTHER REVENUE	6,850	0	0	0
	TOTAL:	393,268	200,000	200,000	200,000
2082 TAX REDUCTION RESERVE	9410 INTEREST	164,441	0	0	0
2078 ENTERPRISE FINANCIAL SYSTEM	9135 TLRF PROCEEDS	9,847,644	0	0	0
2083 COUNTYWIDE AUTOMATION REPLACEM	8215 DEPT BILLINGS-GEN CO OH	833,865	1,000,000	1,000,000	1,000,000
	9410 INTEREST	172,051	0	0	0
	TOTAL:	1,005,916	1,000,000	1,000,000	1,000,000
2084 GEN GOVT BUILDING REPLACEMENT	8215 DEPT BILLINGS-GEN CO OH	746,519	855,712	855,712	855,712
	9410 INTEREST	63,569	0	0	0
	TOTAL:	810,088	855,712	855,712	855,712
2085 COMMUNITY DEVELOPMENT PROGRAM	8631 FEDERAL FUNDS - CDBG	3,284,770	2,526,000	2,526,000	2,526,000
	8632 FEDERAL FUNDS - HOME	1,340,090	1,501,000	1,501,000	1,501,000
	8633 FEDERAL FUNDS - ESG	96,109	94,558	94,558	94,558
	8634 FEDERAL FUNDS - SNAP	278,521	0	0	0
	8701 OTHER GOVT AGENCY REVENUE	326,106	0	0	0
	9993 SUPPORT BLNG TO NON-GOVTL	470,595	0	0	0
	TOTAL:	5,796,191	4,121,558	4,121,558	4,121,558
4000 LIBRARY	8336 HOMEOWNER PROP TAX RELIEF	56,263	57,000	57,000	57,000
	8347 STATE AWARDED GRANTS	34,226	34,226	34,226	34,226
	8399 STATE AID - OTHER	103,065	101,699	101,699	101,699
	8460 STATE-MOTOR VEH LIC FEE	159,726	120,000	180,000	180,000
	8656 FEDERAL-GRANTS	42,397	0	0	0
	8805 OTHER GOV'T: RDA PASS THRU	19,404	23,000	23,000	23,000
	8810 TRANSFERS IN FROM GEN FND	414,056	448,927	427,231	427,231
	8851 OPR TRF IN - PFF LIBRARY	25,073	0	0	0
	9010 PROP. TAXES CURR. SECURED	4,425,812	4,550,459	4,550,459	4,550,459
	9011 SUPPLEMENTAL-CURR.SECURED	211,282	190,000	190,000	190,000
	9012 REDEVELOPMENT AGENCY TAX	(45,365)	(58,975)	(58,975)	(58,975)
	9017 RETURN RDA PASSTHRU - S1290	1,853	0	0	0
	9020 PROP. TAXES CURR. UNSEC.	127,485	127,677	127,677	127,677
	9021 SUPPLEMENTAL-CURR.UNSEC.	831	500	500	500
	9110 PROP. TAXES PRIOR SECURED	(6,006)	0	0	0
	9111 SUPPLEMENTL-PRIOR SECURED	33	0	0	0
	9120 PROP. TAXES PRIOR UNSEC.	3,164	2,000	2,000	2,000
	9121 SUPPLEMENTAL-PRIOR UNSEC	1,521	1,700	1,700	1,700
	9132 PENALTIES-DELINQUENT TAX	784	0	0	0
	9410 INTEREST	45,149	44,000	44,000	44,000
	9431 RENT-LAND/BLDG-SHORT TERM	7,200	7,200	7,200	7,200

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
4000 (Continued)	9714 COIN TELEPHONE COMMISSION	63	40	40	40
	9751 LOST-DAMAGED MATERIALS	18,444	20,000	20,000	20,000
	9752 LIBRARY SERVICES	194,167	180,000	180,000	180,000
	9757 COPYING FEES	19,527	20,000	20,000	20,000
	9758 LIBRARY REQUEST FEES	29,486	25,000	25,000	25,000
	9911 ELECTRIC DEREGULATION SETTLEME	25,470	0	0	0
	9950 BOOK,PAMPHLT,BROCHR SALES	0	3,100	3,100	3,100
	9960 OTHER REVENUE	14,216	0	0	0
	9967 CONTRIBUTIONS - NON GOVTL	55,771	0	0	0
	9980 CASH OVERAGES	147	150	150	150
	TOTAL:	5,985,244	5,897,703	5,936,007	5,936,007
2710 FISH AND GAME	9365 FISH AND GAME FINES	14,411	7,000	7,000	7,000
	TOTAL:	14,411	7,000	7,000	7,000
3287 EMERGENCY MEDICAL SRVS FUND	9337 PA-EMERGENCY MED SERVICES	351,851	360,000	360,000	360,000
	9410 INTEREST	2,764	6,143	6,143	6,143
	9462 TRAFFIC SCH FEES-MADDY FUND	85,359	99,600	99,600	99,600
	9997 TOBACCO SETTLEMENT	882,305	725,000	725,000	725,000
	TOTAL:	1,322,279	1,190,743	1,190,743	1,190,743
3288 CAL HEALTHCARE INDIG PROG	8483 CHIP HOSPITAL	143,271	128,944	128,944	128,944
	8484 CHIP NON-CO HOSPITAL	46,112	41,500	41,500	41,500
	8489 CHIP UNALLOCATED	4,655	4,119	4,119	4,119
	9410 INTEREST	1,438	3,000	3,000	3,000
	9499 BILLINGS TO OUTSIDE AGENCIES	180,736	180,736	180,736	180,736
	9809 PROGRAM REV - CHILD&FAMILIES	110,736	0	100,000	100,000
	TOTAL:	486,948	358,299	458,299	458,299
3289 CHILDREN AND FAMILIES FIRST	8347 STATE AWARDED GRANTS	169,000	0	0	0
	8354 ST-PROP 10 TOBACCO TAX	2,273,939	0	0	0
	9410 INTEREST	98,207	0	0	0
	9499 BILLINGS TO OUTSIDE AGENCIES	44,390	0	0	0
	9968 GRANTS: NON-GOVERNMENTAL	83,660	0	0	0
	TOTAL:	2,669,196	0	0	0
2141 ROADS - IMPACT FEES	9410 INTEREST	144,444	100,000	100,000	100,000
	9652 ROAD IMPACT FEES	2,934,367	3,975,000	3,975,000	3,975,000
	TOTAL:	3,078,811	4,075,000	4,075,000	4,075,000
2835 PUBLIC FACILITIES FEES	9410 INTEREST	179,552	0	0	0
	9551 AFFORDABLE HOUSING FEE TRANSFE	(33,101)	(30,000)	(30,000)	(30,000)
	9581 AFFORDABLE HOUSNG IN-LIEU	33,101	30,000	30,000	30,000
	9585 PUB FAC FEE-LIBRARY	346,815	320,000	320,000	320,000
	9659 PUB FACIL FEE-FIRE	724,568	750,000	750,000	750,000
	9701 PUB FACIL FEE-PARKS	1,492,881	1,535,453	1,535,453	1,535,453
	9702 PUB FACIL FEE-GEN GOVT	679,636	650,000	650,000	650,000
	9703 PUB FAC FEE-LAW ENFORCE	159,228	150,000	150,000	150,000
	TOTAL:	3,582,680	3,405,453	3,405,453	3,405,453

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY DEPARTMENT

DEPARTMENT	REVENUE TYPE	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
3286 CO MEDICAL SERVICES PROG	8222 SUPPRT BLNG TO GOVTL AGCY	101,918	56,591	64,559	64,559
	8304 ST RLGN-SALES TAX-HEALTH	105,474	0	0	0
	8305 ST REALGN- VLF	2,366,726	2,472,200	2,472,200	2,472,200
	8801 TRANSFER IN - GF MED ASST PROG	507,432	703,432	979,432	979,432
	9410 INTEREST	8,226	18,000	18,000	18,000
	TOTAL:	3,089,776	3,250,223	3,534,191	3,534,191
4901 DEBT SERVICE	8222 SUPPRT BLNG TO GOVTL AGCY	632,730	633,436	633,436	633,436
	8826 TRANSFERS IN FOR PRIN/INT	0	488,725	488,725	488,725
	8848 TRFR IN FOR DEBT SERVICE	468,961	0	0	0
	8856 PFF - GEN GOV-DEBT SERVICE	509,462	500,000	500,000	500,000
	9135 TLRF PROCEEDS	509,462	500,000	500,000	500,000
	9394 PENALTY AS-CRIM JUS CONST	282,991	283,395	283,395	283,395
	TOTAL:	2,403,606	2,405,556	2,405,556	2,405,556
4904 PENSION OBLIGATION BOND DSF	9410 INTEREST	14,756	0	0	0
	9972 COUNTY CONTRIBUTIONS	4,688,391	4,700,000	4,700,000	4,700,000
	TOTAL:	4,703,147	4,700,000	4,700,000	4,700,000
	TOTAL COUNTY REVENUE:	364,978,214	352,060,335	349,134,120	350,719,118

SLO COUNTY BUDGET PREPARATION SYSTEM
REVENUE DETAIL BY ACCOUNT

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8201 ITD BLLNGS- VOICE COMMUNICATIO	2250 INFORMATION TECHNOLOGY DEPARTM	227,311	275,020	275,020	275,020
	TOTAL:	227,311	275,020	275,020	275,020
8202 ITD BILLINGS-NETWORKED SERVICE	2250 INFORMATION TECHNOLOGY DEPARTM	277,467	353,505	353,505	353,505
	TOTAL:	277,467	353,505	353,505	353,505
8203 ITD BILLINGS-RADIO/COMMNS	2250 INFORMATION TECHNOLOGY DEPARTM	22,139	18,165	18,165	18,165
	TOTAL:	22,139	18,165	18,165	18,165
8204 GEN SRVS BLNG-CUST/MAINT	2180 GENERAL SERVICES	35,763	0	0	0
8205 GEN SRVS BLNG-POSTAGE	2180 GENERAL SERVICES	73,220	99,917	99,917	99,917
	TOTAL:	73,220	99,917	99,917	99,917
8211 GARG BILLNG-VEHICLE COSTS	2208 MAINTENANCE PROJECTS	14,389	0	0	0
8214 INS BLLNG TO COUNTY AGCY	2340 RISK MANAGEMENT	302,163	262,167	262,167	262,167
	TOTAL:	302,163	262,167	262,167	262,167
8215 DEPT BILLINGS-GEN CO OH	2002 NON-DEPTL-OTHR FINCNG USE	2,070,392	2,362,976	1,900,948	1,900,948
	2083 COUNTYWIDE AUTOMATION REPLACEM	833,865	1,000,000	1,000,000	1,000,000
	2084 GEN GOVT BUILDING REPLACEMENT	746,519	855,712	855,712	855,712
	TOTAL:	3,650,776	4,218,688	3,756,660	3,756,660
8218 MAINT PROJECT BILLINGS	2208 MAINTENANCE PROJECTS	206,984	571,700	481,700	481,700
	TOTAL:	206,984	571,700	481,700	481,700
8219 CIP/FIXED ASSET BILLINGS	2180 GENERAL SERVICES	158,666	160,000	160,000	160,000
	2207 CAPITAL PROJECTS FUND	308,496	460,200	460,200	460,200
	2208 MAINTENANCE PROJECTS	26,631	0	0	0
	TOTAL:	493,793	620,200	620,200	620,200
8222 SUPPRT BLNG TO GOVTL AGCY	2040 ADMINISTRATIVE OFFICE	109,964	144,408	144,408	144,408
	2050 AUDITOR-CONTROLLER	60,000	0	0	0
	2110 PERSONNEL	115,057	120,397	0	0
	2180 GENERAL SERVICES	2,329,346	3,200,464	3,200,464	3,200,464
	2245 PUBLIC WORKS SPECIAL SERVICES	0	34,445	34,445	34,445
	2340 RISK MANAGEMENT	226,286	330,310	507,894	507,894
	2560 DISTRICT ATTORNEY	0	50,150	50,150	50,150
	2590 SHERIFF-CORONER	81,464	100,451	100,451	100,451
	2670 COUNTY FIRE	300,000	389,491	389,491	389,491
	2730 AGRICULTURAL COMMISSIONER	784	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	27,879	104,168	104,168	104,168
	3000 PUBLIC HEALTH DEPARTMENT	145,812	35,363	35,363	35,363
	3070 MENTAL HEALTH	55,175	45,000	45,000	141,000
	3075 DRUG & ALCOHOL SERVICES	144,167	143,765	143,765	143,765
	3286 CO MEDICAL SERVICES PROG	101,918	56,591	64,559	64,559
	4040 DRINKING DRIVER PROGRAMS	6,885	0	0	0
	4125 PARKS	56,564	29,578	74,411	74,411
	4901 DEBT SERVICE	632,730	633,436	633,436	633,436
	TOTAL:	4,394,031	5,418,017	5,528,005	5,624,005

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8223 SUPPRT BLNG TO NON-GOVTL	4125 PARKS	0	44,833	0	0
8225 PARKS BILLNGS-GRNDS/MAINT	4125 PARKS	142,388	186,878	186,878	186,878
	TOTAL:	142,388	186,878	186,878	186,878
8232 BILLNGS-PASS THRU GRANTS	2800 PLANNING & BUILDING DEPARTMENT	359,640	400,000	400,000	400,000
	TOTAL:	359,640	400,000	400,000	400,000
8241 SHERIFF BILLINGS FOR SECURITY	2590 SHERIFF-CORONER	289,676	246,412	246,412	246,412
	TOTAL:	289,676	246,412	246,412	246,412
8246 ITD BILLINGS-ENTERPRISE SERVIC	2250 INFORMATION TECHNOLOGY DEPARTM	2,690	43,368	43,368	43,368
	TOTAL:	2,690	43,368	43,368	43,368
8247 ITD BILLINGS-DEPARTMENTAL SERV	2250 INFORMATION TECHNOLOGY DEPARTM	54,532	108,387	178,492	178,492
	TOTAL:	54,532	108,387	178,492	178,492
8249 ROADS IMPACT FEES	2920 ROADS	4,634,196	2,844,916	2,686,666	2,686,666
	TOTAL:	4,634,196	2,844,916	2,686,666	2,686,666
8252 INTERFD BLLNGS-WATER	2245 PUBLIC WORKS SPECIAL SERVICES	25,970	0	0	0
8253 BLG - MAJOR SYSTEM DEVELOP	2050 AUDITOR-CONTROLLER	507,639	604,522	604,522	604,522
	2060 TREAS-TAX COLL-PUBLIC ADM	11,128	0	90,492	90,492
	2110 PERSONNEL	90,992	0	120,397	120,397
	2250 INFORMATION TECHNOLOGY DEPARTM	582,073	752,532	752,532	752,532
	TOTAL:	1,191,832	1,357,054	1,567,943	1,567,943
8302 ST RLGN-SALES TX-SOC SRVC	2660 PROBATION DEPARTMENT	155,537	190,000	190,000	190,000
	3000 PUBLIC HEALTH DEPARTMENT	191,165	313,632	313,632	313,632
	3070 MENTAL HEALTH	92,756	113,300	113,300	113,300
	3200 SOCIAL SERVICES ADMINISTRATION	1,625,919	1,829,028	1,829,028	1,829,028
	3240 FOSTER CARE-SOCIAL SERVICES	3,338,710	3,771,400	3,533,951	3,533,951
	3285 LAW ENFORCEMENT MED CARE	24,044	32,820	32,820	32,820
	3290 GENERAL ASSISTANCE	122,786	0	0	0
	TOTAL:	5,550,917	6,250,180	6,012,731	6,012,731
8303 ST RLGN-SALES TAX-M H	3070 MENTAL HEALTH	4,568,627	4,695,329	4,695,329	4,695,329
	TOTAL:	4,568,627	4,695,329	4,695,329	4,695,329
8304 ST RLGN-SALES TAX-HEALTH	3000 PUBLIC HEALTH DEPARTMENT	1,539,672	1,457,059	1,457,059	1,457,059
	3285 LAW ENFORCEMENT MED CARE	216,636	207,860	207,860	207,860
	3286 CO MEDICAL SERVICES PROG	105,474	0	0	0
	TOTAL:	1,861,782	1,664,919	1,664,919	1,664,919
8305 ST REALGN- VLF	3000 PUBLIC HEALTH DEPARTMENT	2,382,533	2,147,248	2,147,248	2,147,248
	3070 MENTAL HEALTH	1,254,084	924,977	924,977	924,977
	3200 SOCIAL SERVICES ADMINISTRATION	160,142	0	0	0
	3285 LAW ENFORCEMENT MED CARE	306,320	306,320	306,320	306,320
	3286 CO MEDICAL SERVICES PROG	2,366,726	2,472,200	2,472,200	2,472,200
	TOTAL:	6,469,805	5,850,745	5,850,745	5,850,745

		2003-04	2004-05	2004-05	2004-05
REVENUE TYPE	DEPARTMENT	ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
8308 ST REALGN- VLF GROWTH	3000 PUBLIC HEALTH DEPARTMENT	20,953	0	0	0
	3070 MENTAL HEALTH	22,251	123,168	123,168	123,168
	3200 SOCIAL SERVICES ADMINISTRATION	67,445	0	0	0
	TOTAL:	110,649	123,168	123,168	123,168
8312 ST RLGN-VLF BASE RESTORTN	3070 MENTAL HEALTH	99,272	0	0	0
8314 ST RLGN-CASELD GRWT-SOC S	3200 SOCIAL SERVICES ADMINISTRATION	40,314	0	0	0
8324 SB90 STATE MANDATED COSTS	2040 ADMINISTRATIVE OFFICE	0	30,000	30,000	30,000
	2050 AUDITOR-CONTROLLER	0	40,000	40,000	40,000
	2100 COUNTY COUNSEL	0	22,402	22,402	22,402
	2509 CLERK/RECORDER	0	151,707	151,707	151,707
	2560 DISTRICT ATTORNEY	0	295,000	295,000	295,000
	2562 VICTIM/WITNESS ASSISTANCE	0	3,000	3,000	3,000
	2590 SHERIFF-CORONER	(50,015)	50,000	50,000	50,000
	2660 PROBATION DEPARTMENT	0	47,000	47,000	47,000
	2800 PLANNING & BUILDING DEPARTMENT	0	5,000	5,000	5,000
	TOTAL:	(50,015)	644,109	644,109	644,109
8325 ST AID- DRUG/MENTL HEALTH	3070 MENTAL HEALTH	515,301	558,353	558,353	558,353
	TOTAL:	515,301	558,353	558,353	558,353
8326 STATE AID- EXTRADITION	2560 DISTRICT ATTORNEY	30,685	53,000	53,000	53,000
	TOTAL:	30,685	53,000	53,000	53,000
8330 STATE AID FOR AGRICULTURE	2730 AGRICULTURAL COMMISSIONER	1,079,934	1,011,941	1,011,941	1,011,941
	TOTAL:	1,079,934	1,011,941	1,011,941	1,011,941
8333 STATE AID-NUCLEAR PLANNG	2100 COUNTY COUNSEL	3,495	500	500	500
	2110 PERSONNEL	0	500	500	500
	2180 GENERAL SERVICES	0	5,406	5,406	5,406
	2245 PUBLIC WORKS SPECIAL SERVICES	245	21,820	21,820	21,820
	2250 INFORMATION TECHNOLOGY DEPARTM	57,183	52,467	52,467	52,467
	2590 SHERIFF-CORONER	(35)	12,000	17,000	17,000
	2670 COUNTY FIRE	22,067	14,000	14,000	14,000
	2730 AGRICULTURAL COMMISSIONER	34,040	34,700	71,534	71,534
	2790 EMERGENCY SERVICES	617,699	719,117	719,117	719,117
	2800 PLANNING & BUILDING DEPARTMENT	4,902	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	59,280	96,000	96,000	96,000
	TOTAL:	798,876	956,510	998,344	998,344
8334 STATE AID FOR DISASTER	2180 GENERAL SERVICES	739	0	0	0
	2561 CHILD SUPPORT SERVICES	842	0	0	0
	2590 SHERIFF-CORONER	3,919	0	0	0
	2670 COUNTY FIRE	4,362	0	0	0
	2790 EMERGENCY SERVICES	211	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	318	0	0	0
	2920 ROADS	7,615	0	0	0
	4125 PARKS	6,953	0	0	0
	TOTAL:	24,959	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8335 STATE AID VETERAN AFFAIRS	3330 VETERANS SERVICES	65,061	60,000	70,000	70,000
	TOTAL:	65,061	60,000	70,000	70,000
8336 HOMEOWNER PROP TAX RELIEF	2001 NON-DEPARTMENTAL REVENUES	790,974	799,626	799,626	799,626
	2920 ROADS	9,733	10,745	10,745	10,745
	4000 LIBRARY	56,263	57,000	57,000	57,000
	TOTAL:	856,970	867,371	867,371	867,371
8337 STATE REIMB-CMC/ASH CASES	2550 PUBLIC DEFENDER	159,987	205,000	195,000	195,000
	2560 DISTRICT ATTORNEY	90,843	271,000	271,000	271,000
	2562 VICTIM/WITNESS ASSISTANCE	6,717	22,000	22,000	22,000
	2660 PROBATION DEPARTMENT	3,114	6,000	6,000	6,000
	TOTAL:	260,661	504,000	494,000	494,000
8339 ST AID-DRUG AND ALCOHOL	3075 DRUG & ALCOHOL SERVICES	54,566	54,566	54,566	54,566
	TOTAL:	54,566	54,566	54,566	54,566
8341 ST AID-INS FRAUD INVESTIG	2560 DISTRICT ATTORNEY	64,958	70,721	70,721	70,721
	TOTAL:	64,958	70,721	70,721	70,721
8342 ST AID-DMV-VEH CRIME INV	2560 DISTRICT ATTORNEY	133,731	127,000	127,000	127,000
	2590 SHERIFF-CORONER	98,912	120,000	102,200	102,200
	TOTAL:	232,643	247,000	229,200	229,200
8343 ST AID-PERINATAL T E F	3075 DRUG & ALCOHOL SERVICES	243,724	243,724	243,724	243,724
	TOTAL:	243,724	243,724	243,724	243,724
8347 STATE AWARDED GRANTS	2207 CAPITAL PROJECTS FUND	99,989	0	0	0
	2208 MAINTENANCE PROJECTS	15,202	0	0	0
	2560 DISTRICT ATTORNEY	150,836	169,490	169,490	149,945
	2562 VICTIM/WITNESS ASSISTANCE	487,401	526,045	526,045	508,045
	2590 SHERIFF-CORONER	65,738	112,206	112,206	136,267
	2660 PROBATION DEPARTMENT	39,720	258,238	258,238	258,238
	2920 ROADS	12,600	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	5,161	86,618	86,618	86,618
	3075 DRUG & ALCOHOL SERVICES	159,023	274,298	274,298	274,298
	3289 CHILDREN AND FAMILIES FIRST	169,000	0	0	0
	4000 LIBRARY	34,226	34,226	34,226	34,226
	4125 PARKS	4,677	0	0	0
	TOTAL:	1,243,573	1,461,121	1,461,121	1,447,637
8348 ST AID-MANGD CARE-INPATNT	3070 MENTAL HEALTH	659,245	1,218,371	642,982	642,982
	TOTAL:	659,245	1,218,371	642,982	642,982
8354 ST-PROP 10 TOBACCO TAX	3289 CHILDREN AND FAMILIES FIRST	2,273,939	0	0	0
8356 STATE REIMB FOR DNA TESTING	2590 SHERIFF-CORONER	1,028	1,200	1,200	1,200
	TOTAL:	1,028	1,200	1,200	1,200

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8358 ST AID-PROP 12 PARKS GRANT	2208 MAINTENANCE PROJECTS	353,878	0	0	0
	4125 PARKS	196,163	0	0	0
	TOTAL:	550,041	0	0	0
8359 ST AID PROP 36 SUBSTANCE ABUSE	2560 DISTRICT ATTORNEY	4,587	8,614	8,614	8,614
	2660 PROBATION DEPARTMENT	231,564	0	0	0
	3075 DRUG & ALCOHOL SERVICES	624,776	603,471	603,471	603,471
	TOTAL:	860,927	612,085	612,085	612,085
8362 ST REV-PAROLE HOLDS	2590 SHERIFF-CORONER	279,011	400,000	400,000	400,000
	TOTAL:	279,011	400,000	400,000	400,000
8363 STATE COASTAL GRANT	2207 CAPITAL PROJECTS FUND	1,063	0	0	0
	2208 MAINTENANCE PROJECTS	87,379	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	0	388,986	208,986	208,986
	TOTAL:	88,442	388,986	208,986	208,986
8366 ST AID - ILLEGAL PLANT SUPPR	2590 SHERIFF-CORONER	333,657	227,135	227,135	227,135
	TOTAL:	333,657	227,135	227,135	227,135
8380 ST AID - CHILD SUP ADMIN	2561 CHILD SUPPORT SERVICES	1,467,455	1,617,151	1,617,151	1,617,151
	TOTAL:	1,467,455	1,617,151	1,617,151	1,617,151
8399 STATE AID - OTHER	2207 CAPITAL PROJECTS FUND	26,026	0	0	0
	2509 CLERK/RECORDER	13,022	422,137	18,200	18,200
	2560 DISTRICT ATTORNEY	1,105	7,000	7,000	7,000
	2590 SHERIFF-CORONER	218,087	40,000	40,000	40,000
	2660 PROBATION DEPARTMENT	24,933	248,071	248,071	248,071
	2670 COUNTY FIRE	237,822	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	190,098	604,971	604,971	604,971
	3075 DRUG & ALCOHOL SERVICES	79,679	84,479	84,479	84,479
	4000 LIBRARY	103,065	101,699	101,699	101,699
	4030 FARM ADVISOR	6,244	6,200	6,200	6,200
	TOTAL:	900,081	1,514,557	1,110,620	1,110,620
8401 STATE - WELFARE ADMIN.	3200 SOCIAL SERVICES ADMINISTRATION	20,741,300	19,862,491	19,776,491	19,789,710
	3240 FOSTER CARE-SOCIAL SERVICES	4,538,742	5,222,359	5,222,359	5,222,359
	3250 CALWORKS	5,620,202	5,965,750	5,965,750	5,965,750
	3290 GENERAL ASSISTANCE	66,774	64,000	64,000	64,000
	TOTAL:	30,967,018	31,114,600	31,028,600	31,041,819
8402 STATE AID ADULT PROGRAMS	3070 MENTAL HEALTH	956,668	955,000	955,000	955,000
	TOTAL:	956,668	955,000	955,000	955,000
8403 STATE AID-GAIN PROGRAM	3000 PUBLIC HEALTH DEPARTMENT	(194,258)	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	(414,607)	0	0	0
	3250 CALWORKS	1,063	0	0	0
	TOTAL:	(607,802)	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8405 STATE AID - ABATEMENT	3240 FOSTER CARE-SOCIAL SERVICES	30,406	30,000	30,000	30,000
	TOTAL:	30,406	30,000	30,000	30,000
8411 ST AID-CS COLL-FOSTR CARE	3240 FOSTER CARE-SOCIAL SERVICES	26,482	35,000	35,000	35,000
	3250 CALWORKS	44,300	40,000	40,000	40,000
	3290 GENERAL ASSISTANCE	220	120	120	120
	TOTAL:	71,002	75,120	75,120	75,120
8412 MEDI-CAL:PATIENTS-ST +FED	3070 MENTAL HEALTH	6,326,580	6,128,553	6,277,052	6,630,058
	TOTAL:	6,326,580	6,128,553	6,277,052	6,630,058
8414 ST-WELFARE ADMIN-PRIOR YR	3200 SOCIAL SERVICES ADMINISTRATION	(970,000)	0	0	0
8430 ST AID-CALIF CHILDRN SRVC	3000 PUBLIC HEALTH DEPARTMENT	774,239	1,195,237	1,195,237	1,195,237
	3070 MENTAL HEALTH	252,522	0	0	0
	TOTAL:	1,026,761	1,195,237	1,195,237	1,195,237
8432 STATE - HEALTH ADMIN.	3000 PUBLIC HEALTH DEPARTMENT	1,639,831	971,798	971,798	971,798
	3281 SUSPECTED ABUSE RESPONSE TEAM	0	3,000	3,000	3,000
	TOTAL:	1,639,831	974,798	974,798	974,798
8434 ST AID-EPSDT-MENTAL HEALTH	3070 MENTAL HEALTH	1,989,033	2,272,619	2,335,342	2,335,342
	TOTAL:	1,989,033	2,272,619	2,335,342	2,335,342
8438 ST AID-GAS TAX-UNCLAIMED	2208 MAINTENANCE PROJECTS	15,822	0	0	0
	2730 AGRICULTURAL COMMISSIONER	1,100,889	1,174,731	1,235,455	1,235,455
	TOTAL:	1,116,711	1,174,731	1,235,455	1,235,455
8440 STATE - HIGHWAY USERS TAX	2920 ROADS	5,772,122	5,800,000	5,800,000	5,800,000
	TOTAL:	5,772,122	5,800,000	5,800,000	5,800,000
8442 STATE AID CONSTRUCTION	2920 ROADS	2,133,251	1,456,758	1,456,758	1,703,368
	TOTAL:	2,133,251	1,456,758	1,456,758	1,703,368
8443 TRANS DEV ACT SB 325	2920 ROADS	1,554,447	1,500,000	1,500,000	1,500,000
	TOTAL:	1,554,447	1,500,000	1,500,000	1,500,000
8447 ST AID-ISTEA EXCHANGE	2920 ROADS	0	1,156,120	1,156,120	1,156,120
8448 ST AID-PUBLIC SAFETY SRVC	2560 DISTRICT ATTORNEY	2,259,463	1,996,100	2,206,103	2,206,103
	2590 SHERIFF-CORONER	10,186,215	9,021,000	9,945,653	9,945,653
	2660 PROBATION DEPARTMENT	2,654,107	2,337,145	2,591,426	2,591,426
	2670 COUNTY FIRE	1,837,719	1,651,278	1,794,319	1,794,319
	TOTAL:	16,937,504	15,005,523	16,537,501	16,537,501
8450 ST AID-BICYCLE LANE ACCT	2207 CAPITAL PROJECTS FUND	319,089	0	0	0
8459 ST-MV EMISSION REDUCTION	2920 ROADS	0	4,651	4,651	4,651

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8460 STATE-MOTOR VEH LIC FEE	2001 NON-DEPARTMENTAL REVENUES	12,864,727	17,000,000	17,000,000	0
	2920 ROADS	36,445	12,300	12,300	12,300
	4000 LIBRARY	159,726	120,000	180,000	180,000
	TOTAL:	13,060,898	17,132,300	17,192,300	192,300
8462 OTHER STATE IN-LIEU TAXES	2001 NON-DEPARTMENTAL REVENUES	691	800	800	800
	TOTAL:	691	800	800	800
8465 OPEN SPACE SUBVENTION	2001 NON-DEPARTMENTAL REVENUES	1,119,345	1,120,000	1,120,000	1,120,000
	TOTAL:	1,119,345	1,120,000	1,120,000	1,120,000
8467 ST-10% REST FINE REBATE	2660 PROBATION DEPARTMENT	7,708	12,000	12,000	12,000
	TOTAL:	7,708	12,000	12,000	12,000
8469 ST-10% SBOC VOC REBATE	2660 PROBATION DEPARTMENT	4,911	5,000	5,000	5,000
	TOTAL:	4,911	5,000	5,000	5,000
8483 CHIP HOSPITAL	3288 CAL HEALTHCARE INDIG PROG	143,271	128,944	128,944	128,944
	TOTAL:	143,271	128,944	128,944	128,944
8484 CHIP NON-CO HOSPITAL	3288 CAL HEALTHCARE INDIG PROG	46,112	41,500	41,500	41,500
	TOTAL:	46,112	41,500	41,500	41,500
8489 CHIP UNALLOCATED	3288 CAL HEALTHCARE INDIG PROG	4,655	4,119	4,119	4,119
	TOTAL:	4,655	4,119	4,119	4,119
8490 ST AID - SLESF	2560 DISTRICT ATTORNEY	73,550	75,772	75,772	75,772
	2590 SHERIFF-CORONER	433,721	0	98,718	98,718
	2660 PROBATION DEPARTMENT	857,924	742,855	742,855	752,855
	TOTAL:	1,365,195	818,627	917,345	927,345
8495 ST-AB818 PROPERTY TAX ADMIN	2070 ASSESSOR	770,076	732,705	736,288	736,288
	TOTAL:	770,076	732,705	736,288	736,288
8496 ST AID-PASS THRU GRANTS	2208 MAINTENANCE PROJECTS	30,004	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	747,654	0	0	0
	3075 DRUG & ALCOHOL SERVICES	736,574	736,574	736,574	736,574
	TOTAL:	1,514,232	736,574	736,574	736,574
8601 FED AID ENTITLEMNT LAND	2001 NON-DEPARTMENTAL REVENUES	1,179,835	582,000	582,000	582,000
	TOTAL:	1,179,835	582,000	582,000	582,000
8603 FEDERAL AID-STORM DAMAGE	2561 CHILD SUPPORT SERVICES	3,503	0	0	0
	2590 SHERIFF-CORONER	14,821	0	0	0
	2670 COUNTY FIRE	329,046	0	0	0
	2790 EMERGENCY SERVICES	798	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	1,201	0	0	0
	2920 ROADS	26,475	0	0	0
	4125 PARKS	28,031	0	0	0
	TOTAL:	403,875	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8604 FEDERAL - HEALTH ADMIN	3000 PUBLIC HEALTH DEPARTMENT	3,779,774	3,766,438	3,766,438	3,891,438
	TOTAL:	3,779,774	3,766,438	3,766,438	3,891,438
8605 FEDERAL AID CONSTRUCTION	2920 ROADS	3,894,674	6,305,669	5,796,760	5,796,760
	TOTAL:	3,894,674	6,305,669	5,796,760	5,796,760
8606 FEDERAL AID FOR DISASTER	2920 ROADS	499,700	0	0	0
8607 FEDERAL FOREST RESERV REV	2920 ROADS	11,005	0	0	0
8608 FEDERAL GRAZING FEES	2700 WILDLIFE AND GRAZING	3,208	5,000	5,000	5,000
	TOTAL:	3,208	5,000	5,000	5,000
8613 FED AID-DRUG FREE SCH/COM	3075 DRUG & ALCOHOL SERVICES	159,890	196,627	196,627	196,627
	TOTAL:	159,890	196,627	196,627	196,627
8618 FEDERAL AID-COPS AHEAD	2590 SHERIFF-CORONER	91,609	0	0	0
8621 FED AID-LLEBG GRANT	2590 SHERIFF-CORONER	26,908	0	0	0
8622 FED AID - REIMB	3240 FOSTER CARE-SOCIAL SERVICES	22,068	30,000	30,000	30,000
	3250 CALWORKS	46,631	40,000	40,000	40,000
	TOTAL:	68,699	70,000	70,000	70,000
8624 FED AID - IDEA FUNDS	3070 MENTAL HEALTH	500,366	500,366	500,366	720,366
	TOTAL:	500,366	500,366	500,366	720,366
8631 FEDERAL FUNDS - CDBG	2085 COMMUNITY DEVELOPMENT PROGRAM	3,284,770	2,526,000	2,526,000	2,526,000
	TOTAL:	3,284,770	2,526,000	2,526,000	2,526,000
8632 FEDERAL FUNDS - HOME	2085 COMMUNITY DEVELOPMENT PROGRAM	1,340,090	1,501,000	1,501,000	1,501,000
	TOTAL:	1,340,090	1,501,000	1,501,000	1,501,000
8633 FEDERAL FUNDS - ESG	2085 COMMUNITY DEVELOPMENT PROGRAM	96,109	94,558	94,558	94,558
	TOTAL:	96,109	94,558	94,558	94,558
8634 FEDERAL FUNDS - SNAP	2085 COMMUNITY DEVELOPMENT PROGRAM	278,521	0	0	0
8654 FED AID - SCAAP PASS THRU	2590 SHERIFF-CORONER	337,515	0	30,000	215,810
	TOTAL:	337,515	0	30,000	215,810
8655 FED AID-DRUG AND ALCOHOL	3075 DRUG & ALCOHOL SERVICES	1,619,015	1,593,894	1,593,894	1,593,894
	TOTAL:	1,619,015	1,593,894	1,593,894	1,593,894
8656 FEDERAL-GRANTS	2207 CAPITAL PROJECTS FUND	11,699	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	55,959	0	0	0
	2660 PROBATION DEPARTMENT	179,572	218,068	218,068	218,068
	2670 COUNTY FIRE	186,318	0	0	0
	2790 EMERGENCY SERVICES	61,615	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	684,948	858,390	858,390	858,390

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8656 (Continued)	3070 MENTAL HEALTH	455,374	430,345	430,345	430,345
	3075 DRUG & ALCOHOL SERVICES	100,373	100,000	100,000	100,000
	4000 LIBRARY	42,397	0	0	0
	TOTAL:	1,778,255	1,606,803	1,606,803	1,606,803
8658 FEDERAL AID - ENVIRONMENT	2670 COUNTY FIRE	389	0	0	0
8659 FEDERAL AID - OTHER	2590 SHERIFF-CORONER	147,242	40,000	40,000	40,000
	2790 EMERGENCY SERVICES	58,393	26,500	35,000	35,000
	3070 MENTAL HEALTH	28,769	28,769	28,769	28,769
	TOTAL:	234,404	95,269	103,769	103,769
8660 FEDERAL - WELFARE ADMIN	2660 PROBATION DEPARTMENT	2,826,358	2,158,853	2,193,188	2,228,724
	3200 SOCIAL SERVICES ADMINISTRATION	18,776,802	20,083,655	19,983,655	19,996,036
	3240 FOSTER CARE-SOCIAL SERVICES	4,405,573	4,550,020	4,550,020	4,550,020
	3250 CALWORKS	4,947,358	5,048,813	5,048,813	5,048,813
	TOTAL:	30,956,091	31,841,341	31,775,676	31,823,593
8662 FEDERAL AID - ABATEMENT	3240 FOSTER CARE-SOCIAL SERVICES	20,918	21,000	21,000	21,000
	TOTAL:	20,918	21,000	21,000	21,000
8663 FEDERAL AID-GAIN PROGRAM	3200 SOCIAL SERVICES ADMINISTRATION	74,529	0	0	0
	3250 CALWORKS	2,093	0	0	0
	TOTAL:	76,622	0	0	0
8667 FED AID-NUTRITION PROGRAM	2660 PROBATION DEPARTMENT	78,792	60,000	60,000	60,000
	TOTAL:	78,792	60,000	60,000	60,000
8668 FED AID-PERINTL SETASIDE	3075 DRUG & ALCOHOL SERVICES	71,477	71,472	71,472	71,472
	TOTAL:	71,477	71,472	71,472	71,472
8671 FED AID - HUD GRANTS	2208 MAINTENANCE PROJECTS	10,860	0	0	0
8672 FED AID - PUBLIC HEALTH SECURI	3000 PUBLIC HEALTH DEPARTMENT	754,743	552,569	639,594	639,594
	TOTAL:	754,743	552,569	639,594	639,594
8680 FED AID-CHILD SUP ADMIN	2561 CHILD SUPPORT SERVICES	3,390,961	3,139,175	3,139,175	3,139,175
	TOTAL:	3,390,961	3,139,175	3,139,175	3,139,175
8682 FED AID-INCENTIVES	2561 CHILD SUPPORT SERVICES	311,479	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	91,189	1,116,944	1,116,944	1,116,944
	TOTAL:	402,668	1,116,944	1,116,944	1,116,944
8701 OTHER GOVT AGENCY REVENUE	2085 COMMUNITY DEVELOPMENT PROGRAM	326,106	0	0	0
	2590 SHERIFF-CORONER	36,537	28,000	28,000	28,000
	2660 PROBATION DEPARTMENT	362,059	324,038	324,038	366,038
	2730 AGRICULTURAL COMMISSIONER	9,500	9,500	9,500	9,500
	2790 EMERGENCY SERVICES	0	3,500	1,500	1,500
	2840 ANIMAL SERVICES	363,931	416,063	416,063	416,063
	2920 ROADS	200,000	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8701 (Continued)	3000 PUBLIC HEALTH DEPARTMENT	25,673	177,826	173,676	173,676
	3070 MENTAL HEALTH	105,124	120,000	120,000	120,000
	3075 DRUG & ALCOHOL SERVICES	27,500	27,500	27,500	27,500
	3200 SOCIAL SERVICES ADMINISTRATION	13,631	0	0	0
	3280 MEDICAL ASSISTANCE PROG	0	603,090	603,090	603,090
	TOTAL:	1,470,061	1,709,517	1,703,367	1,745,367
8801 TRANSFER IN - GF MED ASST PROG	3286 CO MEDICAL SERVICES PROG	507,432	703,432	979,432	979,432
	TOTAL:	507,432	703,432	979,432	979,432
8805 OTHER GOV'T: RDA PASS THRU	2001 NON-DEPARTMENTAL REVENUES	641,715	724,721	724,721	724,721
	4000 LIBRARY	19,404	23,000	23,000	23,000
	TOTAL:	661,119	747,721	747,721	747,721
8810 TRANSFERS IN FROM GEN FND	2081 ORGANIZATIONAL EFFECTIVENESS	350,000	200,000	200,000	200,000
	2207 CAPITAL PROJECTS FUND	1,600,000	0	0	0
	2920 ROADS	4,300,000	7,795,611	4,300,000	4,300,000
	4000 LIBRARY	414,056	448,927	427,231	427,231
	4125 PARKS	2,441,141	2,441,141	2,441,141	2,441,141
	TOTAL:	9,105,197	10,885,679	7,368,372	7,368,372
8816 PROCEEDS OF GF INTERNAL LOAN	3200 SOCIAL SERVICES ADMINISTRATION	122,017	0	0	0
8817 INTERNAL LOAN REPAYMENT-PRIN	2002 NON-DEPTL-OTHR FINCNG USE	452,051	0	0	0
	4125 PARKS	50,000	100,000	100,000	100,000
	TOTAL:	502,051	100,000	100,000	100,000
8818 INTERNAL LOAN REPAYMENT-INT	2002 NON-DEPTL-OTHR FINCNG USE	60,611	0	0	0
8821 TRANSFER IN FR AUTOMATION REPL	2250 INFORMATION TECHNOLOGY DEPARTM	215,000	0	0	0
8822 OPERATING TRANSFERS IN	2207 CAPITAL PROJECTS FUND	2,000,000	0	0	0
8826 TRANSFERS IN FOR PRIN/INT	4901 DEBT SERVICE	0	488,725	488,725	488,725
8848 TRFR IN FOR DEBT SERVICE	4901 DEBT SERVICE	468,961	0	0	0
8851 OPR TRF IN - PFF LIBRARY	2207 CAPITAL PROJECTS FUND	14,369	0	0	0
	4000 LIBRARY	25,073	0	0	0
	TOTAL:	39,442	0	0	0
8852 OPR TRF IN - PFF FIRE	2207 CAPITAL PROJECTS FUND	186,893	0	0	0
8853 OPR TRF IN - PFF PARKS	2207 CAPITAL PROJECTS FUND	955,879	0	0	0
	2208 MAINTENANCE PROJECTS	285	0	0	0
	4125 PARKS	423,808	20,000	20,000	20,000
	TOTAL:	1,379,972	20,000	20,000	20,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
8855 OPR TRF IN - PFF LAW ENFORC	2207 CAPITAL PROJECTS FUND	66,018	0	0	0
8856 PFF - GEN GOV-DEBT SERVICE	4901 DEBT SERVICE	509,462	500,000	500,000	500,000
	TOTAL:	509,462	500,000	500,000	500,000
9010 PROP. TAXES CURR. SECURED	2001 NON-DEPARTMENTAL REVENUES	61,978,859	61,203,872	61,203,872	61,203,872
	2920 ROADS	990,050	995,930	995,930	995,930
	4000 LIBRARY	4,425,812	4,550,459	4,550,459	4,550,459
	TOTAL:	67,394,721	66,750,261	66,750,261	66,750,261
9011 SUPPLEMENTAL-CURR.SECURED	2001 NON-DEPARTMENTAL REVENUES	2,967,353	2,600,000	2,600,000	2,600,000
	2920 ROADS	36,505	36,056	36,056	36,056
	4000 LIBRARY	211,282	190,000	190,000	190,000
	TOTAL:	3,215,140	2,826,056	2,826,056	2,826,056
9012 REDEVELOPMENT AGENCY TAX	2001 NON-DEPARTMENTAL REVENUES	(1,111,056)	(1,334,611)	(1,334,611)	(1,334,611)
	4000 LIBRARY	(45,365)	(58,975)	(58,975)	(58,975)
	TOTAL:	(1,156,421)	(1,393,586)	(1,393,586)	(1,393,586)
9017 RETURN RDA PASSTHRU - S1290	2001 NON-DEPARTMENTAL REVENUES	44,644	0	0	0
	4000 LIBRARY	1,853	0	0	0
	TOTAL:	46,497	0	0	0
9020 PROP. TAXES CURR. UNSEC.	2001 NON-DEPARTMENTAL REVENUES	1,792,391	1,623,420	1,623,420	1,623,420
	2920 ROADS	22,056	24,499	24,499	24,499
	4000 LIBRARY	127,485	127,677	127,677	127,677
	TOTAL:	1,941,932	1,775,596	1,775,596	1,775,596
9021 SUPPLEMENTAL-CURR.UNSEC.	2001 NON-DEPARTMENTAL REVENUES	11,667	15,000	15,000	15,000
	2920 ROADS	144	120	120	120
	4000 LIBRARY	831	500	500	500
	TOTAL:	12,642	15,620	15,620	15,620
9110 PROP. TAXES PRIOR SECURED	2001 NON-DEPARTMENTAL REVENUES	(84,301)	(175,000)	(175,000)	(175,000)
	2920 ROADS	(1,037)	(2,029)	(2,029)	(2,029)
	4000 LIBRARY	(6,006)	0	0	0
	TOTAL:	(91,344)	(177,029)	(177,029)	(177,029)
9111 SUPPLEMENTL-PRIOR SECURED	2001 NON-DEPARTMENTAL REVENUES	456	0	0	0
	2920 ROADS	6	0	0	0
	4000 LIBRARY	33	0	0	0
	TOTAL:	495	0	0	0
9120 PROP. TAXES PRIOR UNSEC.	2001 NON-DEPARTMENTAL REVENUES	44,400	30,000	30,000	30,000
	2920 ROADS	546	407	407	407
	4000 LIBRARY	3,164	2,000	2,000	2,000
	TOTAL:	48,110	32,407	32,407	32,407

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9121 SUPPLEMENTAL-PRIOR UNSEC	2001 NON-DEPARTMENTAL REVENUES	21,423	20,000	20,000	20,000
	2920 ROADS	274	272	272	272
	4000 LIBRARY	1,521	1,700	1,700	1,700
	TOTAL:	23,218	21,972	21,972	21,972
9129 REDEMPTION FEES	2001 NON-DEPARTMENTAL REVENUES	28,220	30,000	30,000	30,000
	TOTAL:	28,220	30,000	30,000	30,000
9130 DELINQUENT/COST REIMBRSMT	2060 TREAS-TAX COLL-PUBLIC ADM	132,318	135,000	135,000	135,000
	TOTAL:	132,318	135,000	135,000	135,000
9132 PENALTIES-DELINQUENT TAX	2001 NON-DEPARTMENTAL REVENUES	157,308	120,000	120,000	120,000
	2920 ROADS	136	0	0	0
	4000 LIBRARY	784	0	0	0
	TOTAL:	158,228	120,000	120,000	120,000
9133 PENALTIES-C O F	2001 NON-DEPARTMENTAL REVENUES	7,677	4,000	4,000	4,000
	TOTAL:	7,677	4,000	4,000	4,000
9135 TLRF PROCEEDS	2001 NON-DEPARTMENTAL REVENUES	500,000	500,000	500,000	500,000
	2005 SHORT-TERM FINANCING	18,113	0	0	0
	2050 AUDITOR-CONTROLLER	250,000	250,000	250,000	250,000
	2078 ENTERPRISE FINANCIAL SYSTEM	9,847,644	0	0	0
	4901 DEBT SERVICE	509,462	500,000	500,000	500,000
	TOTAL:	11,125,219	1,250,000	1,250,000	1,250,000
9141 PROPERTY TAX IN-LIEU OF SALES	2001 NON-DEPARTMENTAL REVENUES	0	0	0	1,508,627
9142 PROPERTY TAX IN-LIEU OF VLF	2001 NON-DEPARTMENTAL REVENUES	0	0	0	17,000,000
9151 SALES AND USE TAXES	2001 NON-DEPARTMENTAL REVENUES	7,223,268	5,800,000	5,800,000	4,291,373
	TOTAL:	7,223,268	5,800,000	5,800,000	4,291,373
9160 FRANCHISES-CABLE	2001 NON-DEPARTMENTAL REVENUES	514,134	450,000	450,000	450,000
	TOTAL:	514,134	450,000	450,000	450,000
9161 FRANCHISE FEES-PUB UTIL	2001 NON-DEPARTMENTAL REVENUES	1,166,906	1,163,000	1,163,000	1,163,000
	TOTAL:	1,166,906	1,163,000	1,163,000	1,163,000
9162 FRANCHISE FEES-GARBAGE	2001 NON-DEPARTMENTAL REVENUES	504,833	457,981	457,981	457,981
	TOTAL:	504,833	457,981	457,981	457,981
9164 FRANCHISE FEES-PETROLEUM	2001 NON-DEPARTMENTAL REVENUES	0	14,000	14,000	14,000
9191 AIRCRAFT TAX	2001 NON-DEPARTMENTAL REVENUES	201,545	190,000	190,000	190,000
	TOTAL:	201,545	190,000	190,000	190,000
9192 PROPERTY TRANSFER TAX	2001 NON-DEPARTMENTAL REVENUES	3,121,820	2,625,000	2,625,000	2,625,000
	TOTAL:	3,121,820	2,625,000	2,625,000	2,625,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9194 RACEHORSE TAX	2001 NON-DEPARTMENTAL REVENUES	14,151	10,000	10,000	10,000
	TOTAL:	14,151	10,000	10,000	10,000
9195 TRANSIENT OCCUPANCY TAX	2001 NON-DEPARTMENTAL REVENUES	4,860,652	4,900,000	4,900,000	4,900,000
	TOTAL:	4,860,652	4,900,000	4,900,000	4,900,000
9196 SALE OF TAX DEEDED PROP.	2060 TREAS-TAX COLL-PUBLIC ADM	14,250	17,250	17,250	17,250
	TOTAL:	14,250	17,250	17,250	17,250
9197 TIMBER TAX RESERVES	2001 NON-DEPARTMENTAL REVENUES	174	0	0	0
9210 ANIMAL LICENSES	2840 ANIMAL SERVICES	269,056	365,000	365,000	365,000
	TOTAL:	269,056	365,000	365,000	365,000
9220 BUSINESS LICENSES	2060 TREAS-TAX COLL-PUBLIC ADM	55,086	46,405	46,405	46,405
	TOTAL:	55,086	46,405	46,405	46,405
9251 BUILDING PERMITS	2245 PUBLIC WORKS SPECIAL SERVICES	23,416	36,004	36,004	36,004
	2800 PLANNING & BUILDING DEPARTMENT	2,175,382	2,100,000	2,100,000	2,100,000
	TOTAL:	2,198,798	2,136,004	2,136,004	2,136,004
9252 GRADING PERMITS	2800 PLANNING & BUILDING DEPARTMENT	59,151	60,000	60,000	60,000
	TOTAL:	59,151	60,000	60,000	60,000
9253 PLAN CHECK FEES	2245 PUBLIC WORKS SPECIAL SERVICES	810	0	0	0
	2670 COUNTY FIRE	225,465	120,000	120,000	120,000
	2800 PLANNING & BUILDING DEPARTMENT	1,493,598	1,500,000	1,500,000	1,500,000
	TOTAL:	1,719,873	1,620,000	1,620,000	1,620,000
9254 SUB PERMITS-MECH EL PLUMB	2800 PLANNING & BUILDING DEPARTMENT	459,341	400,000	400,000	400,000
	TOTAL:	459,341	400,000	400,000	400,000
9255 MINOR USE PERMIT APPLICATION	2245 PUBLIC WORKS SPECIAL SERVICES	12,227	17,283	17,283	17,283
	TOTAL:	12,227	17,283	17,283	17,283
9281 LAND USE PERMITS	2730 AGRICULTURAL COMMISSIONER	23,494	25,000	25,000	25,000
	2800 PLANNING & BUILDING DEPARTMENT	585,391	895,621	895,621	895,621
	TOTAL:	608,885	920,621	920,621	920,621
9282 PLOT PLANS	2800 PLANNING & BUILDING DEPARTMENT	484,527	590,081	590,081	590,081
	TOTAL:	484,527	590,081	590,081	590,081
9283 GENERAL PLAN AMENDMENTS	2800 PLANNING & BUILDING DEPARTMENT	38,429	40,920	40,920	40,920
	TOTAL:	38,429	40,920	40,920	40,920
9284 AGRICULTURAL PRESERVE FEE	2800 PLANNING & BUILDING DEPARTMENT	20,017	39,472	39,472	39,472
	TOTAL:	20,017	39,472	39,472	39,472

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9285 SUBDIVISION PERMITS	2800 PLANNING & BUILDING DEPARTMENT	533,190	526,967	526,967	526,967
	TOTAL:	533,190	526,967	526,967	526,967
9286 SPECIFIC PLANS	2800 PLANNING & BUILDING DEPARTMENT	12,631	16,500	16,500	16,500
	TOTAL:	12,631	16,500	16,500	16,500
9288 FINGER PRINTING FEES	2590 SHERIFF-CORONER	10,215	11,000	11,000	11,000
	TOTAL:	10,215	11,000	11,000	11,000
9289 EXPLOSIVE PERMITS	2590 SHERIFF-CORONER	1,125	600	600	600
	TOTAL:	1,125	600	600	600
9291 OTHER LICENSES AND PERMIT	2730 AGRICULTURAL COMMISSIONER	94,268	93,550	93,550	93,550
	2800 PLANNING & BUILDING DEPARTMENT	35,429	81,620	81,620	81,620
	TOTAL:	129,697	175,170	175,170	175,170
9292 GUN PERMITS	2590 SHERIFF-CORONER	1,971	3,000	3,000	3,000
	TOTAL:	1,971	3,000	3,000	3,000
9293 DOMESTIC VIOLENCE FEES	2562 VICTIM/WITNESS ASSISTANCE	107,676	55,200	55,200	55,200
	TOTAL:	107,676	55,200	55,200	55,200
9294 MARRIAGE LICENSES	2509 CLERK/RECORDER	5,982	6,000	6,000	6,000
	TOTAL:	5,982	6,000	6,000	6,000
9295 BURIAL PERMITS	3000 PUBLIC HEALTH DEPARTMENT	4,607	4,400	4,400	4,400
	3290 GENERAL ASSISTANCE	7,064	5,000	5,000	5,000
	TOTAL:	11,671	9,400	9,400	9,400
9297 2840-MISC PERMITS	2840 ANIMAL SERVICES	17,109	19,274	19,274	19,274
	TOTAL:	17,109	19,274	19,274	19,274
9301 50% EXCESS MOE REVENUE-ST	2006 COURT OPERATIONS	(490,350)	(490,000)	(490,000)	(490,000)
	TOTAL:	(490,350)	(490,000)	(490,000)	(490,000)
9303 LAND USE FINES	2800 PLANNING & BUILDING DEPARTMENT	24,810	15,400	15,400	15,400
	TOTAL:	24,810	15,400	15,400	15,400
9304 RED LIGHT - VC21453, 54, 57	2006 COURT OPERATIONS	1,799	1,000	1,000	1,000
	TOTAL:	1,799	1,000	1,000	1,000
9308 CIVIL ASSESSMENT-PC1214.1	2006 COURT OPERATIONS	262,817	40,000	200,000	200,000
	TOTAL:	262,817	40,000	200,000	200,000
9310 VEHICLE FORFEITURES-VC14607.6	2001 NON-DEPARTMENTAL REVENUES	1,013	0	0	0
	2560 DISTRICT ATTORNEY	358	500	500	500
	TOTAL:	1,371	500	500	500

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9312 PROBA DRUG FEE-PC1203.1AB	2660 PROBATION DEPARTMENT	732	1,800	1,800	1,800
	TOTAL:	732	1,800	1,800	1,800
9315 CHILD RESTRNT FEE-COUNTY	3000 PUBLIC HEALTH DEPARTMENT	1,658	2,000	2,000	2,000
	TOTAL:	1,658	2,000	2,000	2,000
9316 CHILD RESTRAINT FEE-CITY	3000 PUBLIC HEALTH DEPARTMENT	2,117	2,700	2,700	2,700
	TOTAL:	2,117	2,700	2,700	2,700
9320 BATTRD WM SHEL-PC1203.097	2660 PROBATION DEPARTMENT	443	0	0	0
9322 TRAFFIC SCH-VC42007.1($24)	2006 COURT OPERATIONS	304,611	200,000	200,000	200,000
	TOTAL:	304,611	200,000	200,000	200,000
9323 CNTY FIX IT-VC 40611	2006 COURT OPERATIONS	25,523	18,000	18,000	18,000
	TOTAL:	25,523	18,000	18,000	18,000
9324 COUNTY PARKING	2590 SHERIFF-CORONER	5,094	5,000	4,000	4,000
	TOTAL:	5,094	5,000	4,000	4,000
9325 CO-FAILURE TO APPEAR(FTA)	2006 COURT OPERATIONS	18,756	22,000	22,000	22,000
	TOTAL:	18,756	22,000	22,000	22,000
9326 CO MOTOR VEH/CRIM FINES	2006 COURT OPERATIONS	846,687	745,000	745,000	745,000
	TOTAL:	846,687	745,000	745,000	745,000
9333 CITIES FIX IT-VC40611	2006 COURT OPERATIONS	19,922	17,000	17,000	17,000
	TOTAL:	19,922	17,000	17,000	17,000
9334 SMALL CLAIMS ADVISORY FEE	2560 DISTRICT ATTORNEY	4,671	5,500	5,500	5,500
	TOTAL:	4,671	5,500	5,500	5,500
9336 HEAD TRAUMA-VC27315	2006 COURT OPERATIONS	1,248	1,500	1,500	1,500
	TOTAL:	1,248	1,500	1,500	1,500
9337 PA-EMERGENCY MED SERVICES	3287 EMERGENCY MEDICAL SRVS FUND	351,851	360,000	360,000	360,000
	TOTAL:	351,851	360,000	360,000	360,000
9339 SUPERIOR COURT FINES-BASE	2006 COURT OPERATIONS	3,535	5,000	5,000	5,000
	2660 PROBATION DEPARTMENT	7,010	9,000	9,000	9,000
	TOTAL:	10,545	14,000	14,000	14,000
9342 SETTLEMENTS/JUDGEMENTS	2001 NON-DEPARTMENTAL REVENUES	691,908	0	0	0
	2560 DISTRICT ATTORNEY	90,046	90,000	90,000	90,000
	TOTAL:	781,954	90,000	90,000	90,000
9345 BLDG CODE INVESTIG FEES	2800 PLANNING & BUILDING DEPARTMENT	34,618	91,920	91,920	91,920
	TOTAL:	34,618	91,920	91,920	91,920

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9348 TRAFFIC SCHOOL FEES	2006 COURT OPERATIONS	1,110,787	995,000	995,000	995,000
	2180 GENERAL SERVICES	746	0	0	0
	TOTAL:	1,111,533	995,000	995,000	995,000
9351 ASSET FORFEITURES	2590 SHERIFF-CORONER	0	10,000	10,000	10,000
9353 VITAL STATS FEE-GC 26859	2006 COURT OPERATIONS	2,416	1,500	1,500	1,500
	TOTAL:	2,416	1,500	1,500	1,500
9356 BLOOD ALCOHOL FINES	2560 DISTRICT ATTORNEY	29,000	24,000	24,000	24,000
	3075 DRUG & ALCOHOL SERVICES	71,157	53,117	53,117	53,117
	TOTAL:	100,157	77,117	77,117	77,117
9357 AIDS EDUCATION FINE-PC264	2660 PROBATION DEPARTMENT	100	50	50	50
	3000 PUBLIC HEALTH DEPARTMENT	155	0	0	0
	TOTAL:	255	50	50	50
9358 PENALTY AS-FINGERPRINT ID	2590 SHERIFF-CORONER	146,125	137,599	137,599	137,599
	TOTAL:	146,125	137,599	137,599	137,599
9360 SMALL CLAIMS FEES	2006 COURT OPERATIONS	17,635	15,000	15,000	15,000
	TOTAL:	17,635	15,000	15,000	15,000
9365 FISH AND GAME FINES	2710 FISH AND GAME	14,411	7,000	7,000	7,000
	4125 PARKS	0	3,000	3,000	3,000
	TOTAL:	14,411	10,000	10,000	10,000
9366 OFF-HIGHWAY MOTOR FINES	2208 MAINTENANCE PROJECTS	2,135	0	0	0
	4125 PARKS	5,500	6,000	6,000	6,000
	TOTAL:	7,635	6,000	6,000	6,000
9371 AGRICULTURE FINES	2730 AGRICULTURAL COMMISSIONER	3,985	0	0	0
9372 BUSINESS & PROFESSIONS	2006 COURT OPERATIONS	(5,280)	0	0	0
9373 HEALTH/SAFETY FINES/FORFT	2006 COURT OPERATIONS	3,010	1,800	1,800	1,800
	2660 PROBATION DEPARTMENT	11,451	15,000	15,000	15,000
	TOTAL:	14,461	16,800	16,800	16,800
9375 LITTER CLEANUP	4125 PARKS	520	0	0	0
9379 CITIES- ALL MISDEMEANORS	2006 COURT OPERATIONS	50,959	45,000	45,000	45,000
	TOTAL:	50,959	45,000	45,000	45,000
9380 FEES -ALCOHOL ABUSE & EDU	3075 DRUG & ALCOHOL SERVICES	76,000	72,000	72,000	72,000
	TOTAL:	76,000	72,000	72,000	72,000
9383 CITY MOTOR VEHICLE FINES	2006 COURT OPERATIONS	120,825	100,500	100,500	100,500
	TOTAL:	120,825	100,500	100,500	100,500

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9390 ST PENALTY F&GAME-PC1464	2006 COURT OPERATIONS	4,139	2,800	2,800	2,800
	TOTAL:	4,139	2,800	2,800	2,800
9394 PENALTY AS-CRIM JUS CONST	2208 MAINTENANCE PROJECTS	22,299	0	0	0
	4901 DEBT SERVICE	282,991	283,395	283,395	283,395
	TOTAL:	305,290	283,395	283,395	283,395
9395 PENALTY AS-CTHS TEMP CONS	2207 CAPITAL PROJECTS FUND	578,842	0	0	0
9399 ST PENALTY ASSMNTS-PC1464	2006 COURT OPERATIONS	520,524	440,000	440,000	440,000
	TOTAL:	520,524	440,000	440,000	440,000
9401 TRAN INTEREST REVENUE	2005 SHORT-TERM FINANCING	775	450,000	0	0
	TOTAL:	775	450,000	0	0
9408 INTEREST ON PROGRAM FUNDS	2207 CAPITAL PROJECTS FUND	134,190	0	0	0
9409 OTHER INTEREST	2561 CHILD SUPPORT SERVICES	3,144	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	744	700	700	700
	TOTAL:	3,888	700	700	700
9410 INTEREST	2001 NON-DEPARTMENTAL REVENUES	903,262	920,000	920,000	920,000
	2081 ORGANIZATIONAL EFFECTIVENESS	33,790	0	0	0
	2082 TAX REDUCTION RESERVE	164,441	0	0	0
	2083 COUNTYWIDE AUTOMATION REPLACEM	172,051	0	0	0
	2084 GEN GOVT BUILDING REPLACEMENT	63,569	0	0	0
	2141 ROADS - IMPACT FEES	144,444	100,000	100,000	100,000
	2207 CAPITAL PROJECTS FUND	354,747	200,000	200,000	200,000
	2700 WILDLIFE AND GRAZING	269	50	50	50
	2835 PUBLIC FACILITIES FEES	179,552	0	0	0
	2920 ROADS	87,694	90,000	90,000	90,000
	3286 CO MEDICAL SERVICES PROG	8,226	18,000	18,000	18,000
	3287 EMERGENCY MEDICAL SRVS FUND	2,764	6,143	6,143	6,143
	3288 CAL HEALTHCARE INDIG PROG	1,438	3,000	3,000	3,000
	3289 CHILDREN AND FAMILIES FIRST	98,207	0	0	0
	4000 LIBRARY	45,149	44,000	44,000	44,000
	4040 DRINKING DRIVER PROGRAMS	1,851	2,000	2,000	2,000
	4125 PARKS	7,047	11,200	11,200	11,200
	4904 PENSION OBLIGATION BOND DSF	14,756	0	0	0
	TOTAL:	2,283,257	1,394,393	1,394,393	1,394,393
9421 COMMUNICATION LEASE FACIL	2180 GENERAL SERVICES	7,200	7,450	7,450	7,450
	TOTAL:	7,200	7,450	7,450	7,450
9431 RENT-LAND/BLDG-SHORT TERM	2180 GENERAL SERVICES	85,634	91,389	91,389	91,389
	2670 COUNTY FIRE	11,093	5,000	5,000	5,000
	4000 LIBRARY	7,200	7,200	7,200	7,200
	4125 PARKS	12,646	6,776	6,776	6,776
	TOTAL:	116,573	110,365	110,365	110,365

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9432 RENT-LAND/BLDG-LONG TERM	2180 GENERAL SERVICES	129,430	132,652	132,652	132,652
	2245 PUBLIC WORKS SPECIAL SERVICES	7,136	7,128	7,128	7,128
	4125 PARKS	26,428	29,962	29,962	29,962
	TOTAL:	162,994	169,742	169,742	169,742
9434 FARM LAND RENT	2180 GENERAL SERVICES	325	0	0	0
	4125 PARKS	1,901	1,965	1,965	1,965
	TOTAL:	2,226	1,965	1,965	1,965
9438 RENTAL OF VETERANS BLDGS.	2180 GENERAL SERVICES	69,030	80,000	80,000	80,000
	TOTAL:	69,030	80,000	80,000	80,000
9462 TRAFFIC SCH FEES-MADDY FUND	3287 EMERGENCY MEDICAL SRVS FUND	85,359	99,600	99,600	99,600
	TOTAL:	85,359	99,600	99,600	99,600
9463 ADM PENALTY-HS 25187	3000 PUBLIC HEALTH DEPARTMENT	100,000	50,000	50,000	50,000
	TOTAL:	100,000	50,000	50,000	50,000
9492 BILLINGS OH-OUTSIDE AGENCIES	2002 NON-DEPTL-OTHR FINCNG USE	313,260	177,008	177,008	177,008
	2050 AUDITOR-CONTROLLER	1,575	0	0	0
	TOTAL:	314,835	177,008	177,008	177,008
9497 OTHER BILLINGS TO COURTS	2050 AUDITOR-CONTROLLER	0	70,000	45,000	45,000
	2081 ORGANIZATIONAL EFFECTIVENESS	2,628	0	0	0
	2110 PERSONNEL	0	23,700	12,000	12,000
	2180 GENERAL SERVICES	111,559	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	576,555	596,323	596,323	596,323
	2340 RISK MANAGEMENT	4,111	0	0	0
	TOTAL:	694,853	690,023	653,323	653,323
9498 SHERIFF BLNGS - COURT SECUR	2590 SHERIFF-CORONER	2,219,649	2,334,784	2,334,784	2,334,784
	TOTAL:	2,219,649	2,334,784	2,334,784	2,334,784
9499 BILLINGS TO OUTSIDE AGENCIES	2180 GENERAL SERVICES	2,808	154,266	154,266	154,266
	2250 INFORMATION TECHNOLOGY DEPARTM	38,961	51,633	51,633	51,633
	2509 CLERK/RECORDER	2,280	2,000	2,000	2,000
	2560 DISTRICT ATTORNEY	50,401	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	220,527	45,000	45,000	45,000
	3288 CAL HEALTHCARE INDIG PROG	180,736	180,736	180,736	180,736
	3289 CHILDREN AND FAMILIES FIRST	44,390	0	0	0
	4125 PARKS	26,000	0	0	0
	TOTAL:	566,103	433,635	433,635	433,635
9537 FEES-YOUNG ADULTS PROGRAM	4040 DRINKING DRIVER PROGRAMS	75,779	60,288	60,288	60,288
	TOTAL:	75,779	60,288	60,288	60,288
9539 ROAD TRANSVERSE CUT FEE	2920 ROADS	9,892	7,000	7,000	7,000
	TOTAL:	9,892	7,000	7,000	7,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9541 ROAD LONGITUDE CUT FEE	2920 ROADS	888	0	0	0
9547 EXTD FIRST OFFENDER FEES	4040 DRINKING DRIVER PROGRAMS	111,946	114,086	114,086	114,086
	TOTAL:	111,946	114,086	114,086	114,086
9548 TRAFFIC SCHOOL FEES - CITY	2006 COURT OPERATIONS	31,847	25,000	25,000	25,000
	TOTAL:	31,847	25,000	25,000	25,000
9549 ELECTRONIC MONITORING FEE	2660 PROBATION DEPARTMENT	21	1,000	1,000	1,000
	TOTAL:	21	1,000	1,000	1,000
9551 AFFORDABLE HOUSING FEE TRANSFE	2835 PUBLIC FACILITIES FEES	(33,101)	(30,000)	(30,000)	(30,000)
	TOTAL:	(33,101)	(30,000)	(30,000)	(30,000)
9555 PREAPPLICATION PROCESS	2207 CAPITAL PROJECTS FUND	30	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	9,964	8,407	8,407	8,407
	TOTAL:	9,994	8,407	8,407	8,407
9559 FLOOD HAZARD FEES	2245 PUBLIC WORKS SPECIAL SERVICES	549	802	802	802
	TOTAL:	549	802	802	802
9562 TR CT TRUST-GC26823	2006 COURT OPERATIONS	17	10	10	10
	TOTAL:	17	10	10	10
9564 TR CT TRUST-GC26827.4	2006 COURT OPERATIONS	1,917	1,000	1,000	1,000
	TOTAL:	1,917	1,000	1,000	1,000
9565 TR CT TRUST-GC26830	2006 COURT OPERATIONS	26,997	24,000	24,000	24,000
	TOTAL:	26,997	24,000	24,000	24,000
9566 TR CT TRUST-GC26833.1	2006 COURT OPERATIONS	5,185	3,000	3,000	3,000
	TOTAL:	5,185	3,000	3,000	3,000
9567 TR CT TRUST-GC26835.1	2006 COURT OPERATIONS	4	0	0	0
9572 TR CT TRUST-GC26851.1	2006 COURT OPERATIONS	9	0	0	0
9573 TR CT TRUST - GC26852.1	2006 COURT OPERATIONS	7	0	0	0
9575 TR CT TRUST - GC26855.4	2006 COURT OPERATIONS	2	0	0	0
9578 TR CT TRUST-GC72060	2006 COURT OPERATIONS	1	0	0	0
9581 AFFORDABLE HOUSNG IN-LIEU	2835 PUBLIC FACILITIES FEES	33,101	30,000	30,000	30,000
	TOTAL:	33,101	30,000	30,000	30,000
9582 FIRE SUPPRESSION/COST REI	2670 COUNTY FIRE	40	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9585 PUB FAC FEE-LIBRARY	2835 PUBLIC FACILITIES FEES	346,815	320,000	320,000	320,000
	TOTAL:	346,815	320,000	320,000	320,000
9587 AMBULANCE REIMBURSEMENT	2001 NON-DEPARTMENTAL REVENUES	35,524	40,000	40,000	40,000
	2670 COUNTY FIRE	111,081	101,900	101,900	101,900
	TOTAL:	146,605	141,900	141,900	141,900
9588 INMATE ASSISTANCE REIMBRS	2590 SHERIFF-CORONER	418	500	500	500
	TOTAL:	418	500	500	500
9589 BOOKING FEES-INDIVIDUALS	2590 SHERIFF-CORONER	44,929	50,000	42,000	42,000
	TOTAL:	44,929	50,000	42,000	42,000
9591 PUBLIC EDUCATION GOV'T ACCESS	2245 PUBLIC WORKS SPECIAL SERVICES	64,824	0	0	0
9592 MONITORING FEE-PC1203.1B	2660 PROBATION DEPARTMENT	156,525	210,500	210,500	210,500
	TOTAL:	156,525	210,500	210,500	210,500
9593 FED AID-F/S COLL INCENTIV	2590 SHERIFF-CORONER	172,960	147,193	147,193	147,193
	TOTAL:	172,960	147,193	147,193	147,193
9595 DIVERSN MONITRG-PC1001.53	2660 PROBATION DEPARTMENT	1,253	0	0	0
9596 MITIGATION FEE-AIR	2800 PLANNING & BUILDING DEPARTMENT	884	63,190	63,190	63,190
	TOTAL:	884	63,190	63,190	63,190
9601 CHANGE OF PLEA	2660 PROBATION DEPARTMENT	486	600	600	600
	TOTAL:	486	600	600	600
9602 PROBA MGMNT FEE-ADULTS	2660 PROBATION DEPARTMENT	11,239	15,000	15,000	15,000
	TOTAL:	11,239	15,000	15,000	15,000
9605 SENTENCING REPORT FEE	2660 PROBATION DEPARTMENT	73,467	99,400	99,400	99,400
	TOTAL:	73,467	99,400	99,400	99,400
9606 RESTITN COLL FEE-PC1203.1	2660 PROBATION DEPARTMENT	43,036	37,500	37,500	37,500
	TOTAL:	43,036	37,500	37,500	37,500
9607 RECORD SEALING FEE	2660 PROBATION DEPARTMENT	1,363	1,300	1,300	1,300
	TOTAL:	1,363	1,300	1,300	1,300
9609 RED INSTALLMENT PLAN FEE	2060 TREAS-TAX COLL-PUBLIC ADM	975	1,940	1,940	1,940
	TOTAL:	975	1,940	1,940	1,940
9610 ADMINISTRATIVE SERVICES	2050 AUDITOR-CONTROLLER	112,664	107,235	107,235	107,235
	2060 TREAS-TAX COLL-PUBLIC ADM	760,317	802,082	802,082	802,082
	2560 DISTRICT ATTORNEY	171,769	195,000	195,000	195,000
	2660 PROBATION DEPARTMENT	83	100	100	100
	2800 PLANNING & BUILDING DEPARTMENT	142,322	200,000	200,000	200,000
	2840 ANIMAL SERVICES	3,718	2,300	2,300	2,300
	TOTAL:	1,190,873	1,306,717	1,306,717	1,306,717

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9611 SPECIAL ASSESSMENT FEES	2050 AUDITOR-CONTROLLER	146,594	146,800	146,800	146,800
	TOTAL:	146,594	146,800	146,800	146,800
9612 ASSESSMNT APPORTNMNT FEES	2245 PUBLIC WORKS SPECIAL SERVICES	1,211	3,000	3,000	3,000
	TOTAL:	1,211	3,000	3,000	3,000
9613 PROP.REDEMPT.SEARCH FEES	2060 TREAS-TAX COLL-PUBLIC ADM	14,868	16,375	16,375	16,375
	TOTAL:	14,868	16,375	16,375	16,375
9619 PUBLIC DEFENDR SRVS-ADULT	2006 COURT OPERATIONS	457	0	0	0
	2550 PUBLIC DEFENDER	74	8,000	8,000	8,000
	TOTAL:	531	8,000	8,000	8,000
9625 ELECTION SERVICES	2070 ASSESSOR	105	0	0	0
	2509 CLERK/RECORDER	45,787	220,000	220,000	220,000
	TOTAL:	45,892	220,000	220,000	220,000
9627 DEFERRED ENTRY OF JUDGMENT	2560 DISTRICT ATTORNEY	59,934	65,000	65,000	65,000
	2660 PROBATION DEPARTMENT	1,072	1,000	1,000	1,000
	2670 COUNTY FIRE	(11,590)	0	0	0
	4040 DRINKING DRIVER PROGRAMS	2,295	0	0	0
	TOTAL:	51,711	66,000	66,000	66,000
9632 DMV DELINQUENT VESSEL FEE	2060 TREAS-TAX COLL-PUBLIC ADM	465	300	300	300
	TOTAL:	465	300	300	300
9633 UNSEC DELINQUENT COLL FEE	2060 TREAS-TAX COLL-PUBLIC ADM	18,428	25,000	40,000	40,000
	TOTAL:	18,428	25,000	40,000	40,000
9634 OTHER COURT-ORDERED REIMB	2660 PROBATION DEPARTMENT	2,520	2,000	2,000	2,000
	TOTAL:	2,520	2,000	2,000	2,000
9635 LEGAL SERVICES	2100 COUNTY COUNSEL	51,815	79,750	79,750	79,750
	2561 CHILD SUPPORT SERVICES	1,636	0	0	0
	TOTAL:	53,451	79,750	79,750	79,750
9637 INVOLUNTARY LIEN NOTICES	2509 CLERK/RECORDER	12,166	8,000	8,000	8,000
	TOTAL:	12,166	8,000	8,000	8,000
9639 PROCESSING FEES	2660 PROBATION DEPARTMENT	30,380	29,580	29,580	29,580
	TOTAL:	30,380	29,580	29,580	29,580
9641 ENVIRONMNTL ASSESSMT FEES	2800 PLANNING & BUILDING DEPARTMENT	71,916	68,287	68,287	68,287
	TOTAL:	71,916	68,287	68,287	68,287
9643 LAFCO PROCESSING FEES	2800 PLANNING & BUILDING DEPARTMENT	6,500	4,000	4,000	4,000
	TOTAL:	6,500	4,000	4,000	4,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9644 PUBLICATION FEES	2800 PLANNING & BUILDING DEPARTMENT	713	690	690	690
	TOTAL:	713	690	690	690
9645 PLANNING/ENGINEERING SVCS	2920 ROADS	2,124	985	985	985
	TOTAL:	2,124	985	985	985
9646 ROAD PERMIT FEES	2920 ROADS	12,993	10,648	10,648	10,648
	TOTAL:	12,993	10,648	10,648	10,648
9647 FILING FEES-CORNER RECORD	2245 PUBLIC WORKS SPECIAL SERVICES	1,498	1,500	1,500	1,500
	TOTAL:	1,498	1,500	1,500	1,500
9648 LOT LINE ADJUSTMENTS	2245 PUBLIC WORKS SPECIAL SERVICES	11,507	15,409	15,409	15,409
	TOTAL:	11,507	15,409	15,409	15,409
9652 ROAD IMPACT FEES	2141 ROADS - IMPACT FEES	2,934,367	3,975,000	3,975,000	3,975,000
	TOTAL:	2,934,367	3,975,000	3,975,000	3,975,000
9654 ALLOCATION ADMIN FEE	2800 PLANNING & BUILDING DEPARTMENT	59,250	127,500	127,500	127,500
	TOTAL:	59,250	127,500	127,500	127,500
9655 ITD BILL OUTSIDE AGENCIES	2250 INFORMATION TECHNOLOGY DEPARTM	271,940	292,796	292,796	292,796
	3075 DRUG & ALCOHOL SERVICES	(60)	0	0	0
	TOTAL:	271,880	292,796	292,796	292,796
9656 ITD BILL OUTSIDE AGENCIES COMM	2250 INFORMATION TECHNOLOGY DEPARTM	210,273	215,438	215,438	215,438
	TOTAL:	210,273	215,438	215,438	215,438
9658 FIRE PROTECTION SERVICES	2670 COUNTY FIRE	223,975	236,322	236,322	236,322
	2800 PLANNING & BUILDING DEPARTMENT	691	0	0	0
	TOTAL:	224,666	236,322	236,322	236,322
9659 PUB FACIL FEE-FIRE	2835 PUBLIC FACILITIES FEES	724,568	750,000	750,000	750,000
	TOTAL:	724,568	750,000	750,000	750,000
9660 RECORDERS FEE GC27361.4	2001 NON-DEPARTMENTAL REVENUES	10	0	0	0
	2509 CLERK/RECORDER	357,934	200,000	200,000	200,000
	TOTAL:	357,944	200,000	200,000	200,000
9661 AGRICULTURAL SERVICES	2730 AGRICULTURAL COMMISSIONER	76,767	79,200	79,200	79,200
	TOTAL:	76,767	79,200	79,200	79,200
9662 RODENT CONTROL	2730 AGRICULTURAL COMMISSIONER	54,354	42,000	42,000	42,000
	TOTAL:	54,354	42,000	42,000	42,000
9663 HOME DETENTION PROGRAM	2590 SHERIFF-CORONER	79,865	55,000	55,000	55,000
	TOTAL:	79,865	55,000	55,000	55,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9665 STANDARDIZATION INSPECTS	2730 AGRICULTURAL COMMISSIONER	2,943	6,100	6,100	6,100
	TOTAL:	2,943	6,100	6,100	6,100
9668 ALTERNATIVE WORK PROG REV	2590 SHERIFF-CORONER	55,784	52,000	48,000	48,000
	2660 PROBATION DEPARTMENT	2,305	5,000	5,000	5,000
	TOTAL:	58,089	57,000	53,000	53,000
9669 WEEKENDER PROGRAM	2590 SHERIFF-CORONER	52,751	50,000	50,000	50,000
	TOTAL:	52,751	50,000	50,000	50,000
9670 CIVIL PROCESS SERVICE	2590 SHERIFF-CORONER	99,910	110,000	110,000	110,000
	TOTAL:	99,910	110,000	110,000	110,000
9677 REIMB JUV COURT PROF FEES	2550 PUBLIC DEFENDER	50,192	24,000	24,000	24,000
	TOTAL:	50,192	24,000	24,000	24,000
9680 ESTATE FEES	2060 TREAS-TAX COLL-PUBLIC ADM	7,128	7,000	7,000	7,000
	TOTAL:	7,128	7,000	7,000	7,000
9681 GUARDIANSHIP FEES	2100 COUNTY COUNSEL	4,718	2,000	2,000	2,000
	3000 PUBLIC HEALTH DEPARTMENT	108,059	110,000	110,000	110,000
	TOTAL:	112,777	112,000	112,000	112,000
9682 REPRESENTATIVE PAYEE FEES	3000 PUBLIC HEALTH DEPARTMENT	18,646	20,000	20,000	20,000
	TOTAL:	18,646	20,000	20,000	20,000
9685 HUMANE SERVICES	2840 ANIMAL SERVICES	73,969	65,200	65,200	65,200
	TOTAL:	73,969	65,200	65,200	65,200
9686 IMPOUND FEES	2840 ANIMAL SERVICES	46,184	48,000	48,000	48,000
	TOTAL:	46,184	48,000	48,000	48,000
9687 BOARDING FEES	2670 COUNTY FIRE	11,590	0	0	0
	2840 ANIMAL SERVICES	20,662	26,000	26,000	26,000
	TOTAL:	32,252	26,000	26,000	26,000
9688 ANIMAL PLACEMENT	2840 ANIMAL SERVICES	48,755	57,000	57,000	57,000
	TOTAL:	48,755	57,000	57,000	57,000
9689 ANIMAL PICK-UP (CARCASS)	2840 ANIMAL SERVICES	222	0	0	0
9690 LAW ENFORCEMENT SERVICES	2590 SHERIFF-CORONER	69,121	60,000	60,000	60,000
	TOTAL:	69,121	60,000	60,000	60,000
9691 BOOKING FEES (SB 2557)	2590 SHERIFF-CORONER	353,495	350,000	350,000	350,000
	TOTAL:	353,495	350,000	350,000	350,000
9692 CHILDREN PROTECTION FEES	3200 SOCIAL SERVICES ADMINISTRATION	60,000	60,000	60,000	60,000
	TOTAL:	60,000	60,000	60,000	60,000

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9693 RECORDER'S SPECL PROJECTS	2509 CLERK/RECORDER	305,845	437,287	437,287	437,287
	TOTAL:	305,845	437,287	437,287	437,287
9694 RECORDG FEE-MICROGRAPHICS	2509 CLERK/RECORDER	64,284	104,742	104,742	104,742
	TOTAL:	64,284	104,742	104,742	104,742
9695 RECORDING FEES	2006 COURT OPERATIONS	564,612	370,000	370,000	370,000
	2509 CLERK/RECORDER	1,183,615	700,000	700,000	700,000
	3000 PUBLIC HEALTH DEPARTMENT	78,855	129,943	129,943	129,943
	TOTAL:	1,827,082	1,199,943	1,199,943	1,199,943
9696 RECORDING FEES-VHS	2509 CLERK/RECORDER	5,658	12,786	12,786	12,786
	TOTAL:	5,658	12,786	12,786	12,786
9699 CHANGE OF OWNERSHIP FEE	2509 CLERK/RECORDER	17,360	10,000	10,000	10,000
	TOTAL:	17,360	10,000	10,000	10,000
9701 PUB FACIL FEE-PARKS	2835 PUBLIC FACILITIES FEES	1,492,881	1,535,453	1,535,453	1,535,453
	TOTAL:	1,492,881	1,535,453	1,535,453	1,535,453
9702 PUB FACIL FEE-GEN GOVT	2835 PUBLIC FACILITIES FEES	679,636	650,000	650,000	650,000
	TOTAL:	679,636	650,000	650,000	650,000
9703 PUB FAC FEE-LAW ENFORCE	2835 PUBLIC FACILITIES FEES	159,228	150,000	150,000	150,000
	TOTAL:	159,228	150,000	150,000	150,000
9704 DEVELOPMENT FEE- ADMIN	2245 PUBLIC WORKS SPECIAL SERVICES	10,288	14,414	14,414	14,414
	2800 PLANNING & BUILDING DEPARTMENT	107,589	80,000	80,000	80,000
	4125 PARKS	1,470	0	0	0
	TOTAL:	119,347	94,414	94,414	94,414
9705 SEPARATE TAX BILL COSTS	2001 NON-DEPARTMENTAL REVENUES	46,374	39,400	39,400	39,400
	TOTAL:	46,374	39,400	39,400	39,400
9707 ROAD ABANDNMT REQUEST FEE	2920 ROADS	50	0	0	0
9709 ENCROACHMENT PERMIT FEES	2920 ROADS	68,132	46,680	46,680	46,680
	TOTAL:	68,132	46,680	46,680	46,680
9710 ROAD ABANDONMENT FEE	2800 PLANNING & BUILDING DEPARTMENT	34,240	114,945	114,945	114,945
	2920 ROADS	200	0	0	0
	TOTAL:	34,440	114,945	114,945	114,945
9712 CURB & GUTTER WAIVERS	2920 ROADS	39,934	11,576	11,576	11,576
	TOTAL:	39,934	11,576	11,576	11,576
9713 VENDING MACHINE REVENUE	2180 GENERAL SERVICES	63	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9714 COIN TELEPHONE COMMISSION	2250 INFORMATION TECHNOLOGY DEPARTM	2,058	3,500	3,500	3,500
	2660 PROBATION DEPARTMENT	5	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	7	0	0	0
	4000 LIBRARY	63	40	40	40
	4125 PARKS	40	225	225	225
	TOTAL:	2,173	3,765	3,765	3,765
9718 EXAM FEES-CHILDREN	3000 PUBLIC HEALTH DEPARTMENT	14,945	0	0	0
	3285 LAW ENFORCEMENT MED CARE	3,781	0	0	0
	TOTAL:	18,726	0	0	0
9720 OBSTETRICAL SERVICES	3000 PUBLIC HEALTH DEPARTMENT	427,431	0	0	0
9721 NURSING FEES	3000 PUBLIC HEALTH DEPARTMENT	331,280	437,100	437,100	437,100
	3285 LAW ENFORCEMENT MED CARE	1,315	1,000	1,000	1,000
	TOTAL:	332,595	438,100	438,100	438,100
9722 HOME HEALTH NURSING FEES	3000 PUBLIC HEALTH DEPARTMENT	65,024	69,204	69,204	69,204
	TOTAL:	65,024	69,204	69,204	69,204
9723 LABORATORY SERVICES	2561 CHILD SUPPORT SERVICES	5,622	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	581,659	838,000	996,930	996,930
	3045 CLINICAL LAB SERVICES	784	2,824,245	2,824,245	2,824,245
	TOTAL:	588,065	3,662,245	3,821,175	3,821,175
9724 SUPPLEMENTAL ROLL-5% ADMN	2001 NON-DEPARTMENTAL REVENUES	766,926	735,000	735,000	735,000
	TOTAL:	766,926	735,000	735,000	735,000
9725 MENTAL HEALTH SVCS-MEDICARE	3070 MENTAL HEALTH	168,124	115,000	115,000	115,000
	TOTAL:	168,124	115,000	115,000	115,000
9726 SECOND CHANCE CHARGES-ALC	4040 DRINKING DRIVER PROGRAMS	443,971	436,189	436,189	436,189
	TOTAL:	443,971	436,189	436,189	436,189
9727 ALCOHOLISM SERVICES	3075 DRUG & ALCOHOL SERVICES	121,837	130,000	139,000	232,184
	TOTAL:	121,837	130,000	139,000	232,184
9728 COBRA MED INS ADMIN FEE	2050 AUDITOR-CONTROLLER	788	700	700	700
	TOTAL:	788	700	700	700
9729 PROP TAX ADMIN FEE-SB2557	2001 NON-DEPARTMENTAL REVENUES	1,190,034	1,186,540	1,186,540	1,186,540
	2050 AUDITOR-CONTROLLER	0	4,200	4,200	4,200
	TOTAL:	1,190,034	1,190,740	1,190,740	1,190,740
9730 ENVIRONMENTAL HEALTH SERVICES	3000 PUBLIC HEALTH DEPARTMENT	1,297,128	1,253,891	1,253,891	1,280,891
	TOTAL:	1,297,128	1,253,891	1,253,891	1,280,891
9732 INST CARE/SERV-CASH	4125 PARKS	450	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9734 INST CARE/SERV-REFUNDS	4125 PARKS	344	0	0	0
9738 MEDICAL REMB SERV/PAT CAR	2180 GENERAL SERVICES	2,360	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	396,980	334,500	334,500	334,500
	3280 MEDICAL ASSISTANCE PROG	0	1,270,000	1,240,000	1,240,000
	TOTAL:	399,340	1,604,500	1,574,500	1,574,500
9740 CUTS & COMBINATN REQUESTS	2070 ASSESSOR	5,985	3,500	3,500	3,500
	TOTAL:	5,985	3,500	3,500	3,500
9741 ADOPTION FEES	3200 SOCIAL SERVICES ADMINISTRATION	7,500	3,000	3,000	3,000
	TOTAL:	7,500	3,000	3,000	3,000
9744 RECORDING FEE-INFO SYSTEM	2509 CLERK/RECORDER	3,701	0	0	0
9745 CALIF CHILDREN SERVICES	3000 PUBLIC HEALTH DEPARTMENT	35,000	35,000	35,000	35,000
	TOTAL:	35,000	35,000	35,000	35,000
9747 INST.CARE-JUVENILE HALL	2660 PROBATION DEPARTMENT	44,767	30,000	30,000	30,000
	TOTAL:	44,767	30,000	30,000	30,000
9748 MENTAL HLTH SVCS-INSURANCE	3070 MENTAL HEALTH	185,976	204,000	204,000	204,000
	TOTAL:	185,976	204,000	204,000	204,000
9749 INSTITUTIONAL CARE/SERVCE	2660 PROBATION DEPARTMENT	600	700	700	700
	TOTAL:	600	700	700	700
9751 LOST-DAMAGED MATERIALS	4000 LIBRARY	18,444	20,000	20,000	20,000
	TOTAL:	18,444	20,000	20,000	20,000
9752 LIBRARY SERVICES	4000 LIBRARY	194,167	180,000	180,000	180,000
	TOTAL:	194,167	180,000	180,000	180,000
9753 FIRST OFFENDER FEES	4040 DRINKING DRIVER PROGRAMS	450,616	420,228	420,228	420,228
	TOTAL:	450,616	420,228	420,228	420,228
9757 COPYING FEES	2110 PERSONNEL	1,548	350	350	350
	2509 CLERK/RECORDER	30,425	9,400	9,400	9,400
	4000 LIBRARY	19,527	20,000	20,000	20,000
	TOTAL:	51,500	29,750	29,750	29,750
9758 LIBRARY REQUEST FEES	4000 LIBRARY	29,486	25,000	25,000	25,000
	TOTAL:	29,486	25,000	25,000	25,000
9760 MOTION FEE-GC26830(A)	2006 COURT OPERATIONS	6,933	5,000	5,000	5,000
	TOTAL:	6,933	5,000	5,000	5,000
9762 CAMPING FEES	4125 PARKS	362,849	382,264	382,264	382,264
	TOTAL:	362,849	382,264	382,264	382,264

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9763 DAILY PASSES	4125 PARKS	54,254	124,352	124,352	124,352
	TOTAL:	54,254	124,352	124,352	124,352
9764 GROUP ENTRANCE FEES	4125 PARKS	90,888	115,915	115,915	115,915
	TOTAL:	90,888	115,915	115,915	115,915
9765 SEASON PASSES	4125 PARKS	25,374	36,647	36,647	36,647
	TOTAL:	25,374	36,647	36,647	36,647
9766 SEASON BOAT LICENSES	4125 PARKS	14,529	23,274	23,274	23,274
	TOTAL:	14,529	23,274	23,274	23,274
9767 DAILY BOAT PASSES	4125 PARKS	15,634	28,490	28,490	28,490
	TOTAL:	15,634	28,490	28,490	28,490
9768 INCOME FROM CONCESSIONS	2180 GENERAL SERVICES	10,712	10,000	10,000	10,000
	4125 PARKS	81,633	70,957	70,957	70,957
	TOTAL:	92,345	80,957	80,957	80,957
9769 SWIMMING POOL FEES	4125 PARKS	65,420	68,143	68,143	68,143
	TOTAL:	65,420	68,143	68,143	68,143
9770 MOTION SUM JDG-GC	2006 COURT OPERATIONS	9,800	8,000	8,000	8,000
	TOTAL:	9,800	8,000	8,000	8,000
9771 DOG/DAY USE	4125 PARKS	9,263	6,267	6,267	6,267
	TOTAL:	9,263	6,267	6,267	6,267
9772 SHOWERS/LOCKERS	4125 PARKS	22,883	17,800	17,800	17,800
	TOTAL:	22,883	17,800	17,800	17,800
9775 MOBL HOME DUP TX CLEARNCE	2060 TREAS-TAX COLL-PUBLIC ADM	211	240	240	240
	TOTAL:	211	240	240	240
9776 PARKLAND FEE (QUIMBY FEE)	2207 CAPITAL PROJECTS FUND	74,525	0	0	0
	2208 MAINTENANCE PROJECTS	123,652	0	0	0
	4125 PARKS	6,160	0	400,000	400,000
	TOTAL:	204,337	0	400,000	400,000
9778 OTHER CLERK FEES	2509 CLERK/RECORDER	322,199	185,000	185,000	185,000
	TOTAL:	322,199	185,000	185,000	185,000
9779 BOARD CLERK FEES	2509 CLERK/RECORDER	12,953	16,000	16,000	16,000
	TOTAL:	12,953	16,000	16,000	16,000
9780 COUNTY CIVIL FEES	2006 COURT OPERATIONS	19,131	12,000	12,000	12,000
	TOTAL:	19,131	12,000	12,000	12,000

		2003-04	2004-05	2004-05	2004-05
REVENUE TYPE	DEPARTMENT	ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
9781 MISCELLANEOUS FEES	2060 TREAS-TAX COLL-PUBLIC ADM	787	800	800	800
	4040 DRINKING DRIVER PROGRAMS	44,522	46,239	46,239	46,239
	4125 PARKS	13,846	1,977	1,977	1,977
	TOTAL:	59,155	49,016	49,016	49,016
9782 REIMB OTHR CNTY-VENUE CNG	2509 CLERK/RECORDER	130	0	0	0
9783 HAZARDOUS WASTE REVENUES	2730 AGRICULTURAL COMMISSIONER	24,624	11,400	0	0
	TOTAL:	24,624	11,400	0	0
9785 MONUMENTATION FEES	2245 PUBLIC WORKS SPECIAL SERVICES	53,347	91,034	91,034	91,034
	TOTAL:	53,347	91,034	91,034	91,034
9786 DRAINGE RVW-PLOT/SITE PLN	2245 PUBLIC WORKS SPECIAL SERVICES	61,092	74,681	74,681	74,681
	TOTAL:	61,092	74,681	74,681	74,681
9787 RECREATIONAL PROGRAMS	4125 PARKS	5,833	1,690	1,690	1,690
	TOTAL:	5,833	1,690	1,690	1,690
9789 OTHER RECREATIONAL FEES	4125 PARKS	13,250	0	0	0
9791 DEVELOPMENT PLAN INSPECTN	2245 PUBLIC WORKS SPECIAL SERVICES	116,110	133,878	133,878	133,878
	TOTAL:	116,110	133,878	133,878	133,878
9792 PAR MAP CHECKING THRU T/A	2245 PUBLIC WORKS SPECIAL SERVICES	66,042	50,956	50,956	50,956
	2509 CLERK/RECORDER	2,174	5,000	5,000	5,000
	TOTAL:	68,216	55,956	55,956	55,956
9793 TR MAP CHECKING THRU T/A	2245 PUBLIC WORKS SPECIAL SERVICES	192,967	224,063	224,063	224,063
	TOTAL:	192,967	224,063	224,063	224,063
9798 RECORDS OF SURVEY FEES	2245 PUBLIC WORKS SPECIAL SERVICES	31,755	47,244	47,244	47,244
	TOTAL:	31,755	47,244	47,244	47,244
9799 OTHER SERVICE CHARGES	2070 ASSESSOR	119,573	95,000	95,000	95,000
	2800 PLANNING & BUILDING DEPARTMENT	0	330	330	330
	TOTAL:	119,573	95,330	95,330	95,330
9808 MENTAL HLTH SVCS-SELF PAY	3070 MENTAL HEALTH	19,986	30,000	30,000	30,000
	TOTAL:	19,986	30,000	30,000	30,000
9809 PROGRAM REV - CHILD&FAMILIES	3000 PUBLIC HEALTH DEPARTMENT	819,102	885,443	1,013,145	1,013,145
	3075 DRUG & ALCOHOL SERVICES	78,216	0	0	0
	3288 CAL HEALTHCARE INDIG PROG	110,736	0	100,000	100,000
	TOTAL:	1,008,054	885,443	1,113,145	1,113,145
9811 TIEDOWN & HANGARS FEES	4125 PARKS	6	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9822 CONSTRUCTION/DEMOLITION FEE	2945 WASTE MANAGEMNT	0	0	0	65,736
9851 SERVICE CHARGES	4125 PARKS	1,137,139	1,392,362	1,392,362	1,392,362
	TOTAL:	1,137,139	1,392,362	1,392,362	1,392,362
9859 WATER SALES FOR RESALE	2245 PUBLIC WORKS SPECIAL SERVICES	104	23,047	23,047	23,047
	TOTAL:	104	23,047	23,047	23,047
9862 WATER SALES-OTHER	2245 PUBLIC WORKS SPECIAL SERVICES	300	0	0	0
9899 OTHER REVENUE	2100 COUNTY COUNSEL	0	0	192,204	192,204
9903 SEMINAR/CONF/WORKSHOP FEE	2670 COUNTY FIRE	52,076	52,000	52,000	52,000
	3070 MENTAL HEALTH	0	1,000	1,000	1,000
	TOTAL:	52,076	53,000	53,000	53,000
9908 SETTLEMENTS-ENVIRONMENTAL	2560 DISTRICT ATTORNEY	0	92,432	92,432	92,432
9911 ELECTRIC DEREGULATION SETTLEME	2001 NON-DEPARTMENTAL REVENUES	443,285	0	0	0
	2920 ROADS	16,221	0	0	0
	4000 LIBRARY	25,470	0	0	0
	TOTAL:	484,976	0	0	0
9927 LIBRARY CARD ACCESS FEES	2060 TREAS-TAX COLL-PUBLIC ADM	6,102	6,000	6,000	6,000
	TOTAL:	6,102	6,000	6,000	6,000
9930 REV APPLICABLE PRIOR YRS	2207 CAPITAL PROJECTS FUND	(414,558)	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	35,570	0	0	0
	2560 DISTRICT ATTORNEY	(20,101)	0	0	0
	2590 SHERIFF-CORONER	(11,139)	0	0	0
	2800 PLANNING & BUILDING DEPARTMENT	30,500	0	0	0
	2920 ROADS	233,624	0	0	0
	3070 MENTAL HEALTH	6,166	0	0	0
	TOTAL:	(139,938)	0	0	0
9931 REF/ADJ-PRIOR YEAR EXPENS	2180 GENERAL SERVICES	13,977	0	0	0
	2590 SHERIFF-CORONER	16,709	0	0	0
	TOTAL:	30,686	0	0	0
9932 REIMBURSEMENTS-ASSISTANCE	3200 SOCIAL SERVICES ADMINISTRATION	5,872	2,500	2,500	2,500
	3240 FOSTER CARE-SOCIAL SERVICES	326,057	291,667	291,667	291,667
	3250 CALWORKS	85,177	70,000	70,000	70,000
	3290 GENERAL ASSISTANCE	308,237	320,000	320,000	320,000
	TOTAL:	725,343	684,167	684,167	684,167
9936 REFUNDS/EXCISE TAX	2207 CAPITAL PROJECTS FUND	272,692	0	0	0
	2208 MAINTENANCE PROJECTS	6,204	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	2,060	0	0	0
	4125 PARKS	(31)	0	0	0
	TOTAL:	280,925	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04	2004-05	2004-05	2004-05
		ACTUAL	REQUESTED	RECOMMENDED	ADOPTED
9937 TAX DEPT RETRND CHECK FEE	2060 TREAS-TAX COLL-PUBLIC ADM	5,700	6,210	6,210	6,210
	TOTAL:	5,700	6,210	6,210	6,210
9940 SALE OF FIXED ASSETS	2180 GENERAL SERVICES	6,234	19,000	19,000	19,000
	2590 SHERIFF-CORONER	3,422	0	0	0
	3200 SOCIAL SERVICES ADMINISTRATION	2,944	0	0	0
	TOTAL:	12,600	19,000	19,000	19,000
9942 SALE OF REAL PROPERTY	2180 GENERAL SERVICES	31,000	0	0	0
9944 ADV COSTS TX DEEDED PROP	2060 TREAS-TAX COLL-PUBLIC ADM	560	1,243	1,243	1,243
	TOTAL:	560	1,243	1,243	1,243
9949 OTHER REIMBURSEMENTS	2100 COUNTY COUNSEL	11,568	1,000	1,000	1,000
	2180 GENERAL SERVICES	7,660	0	0	0
	2245 PUBLIC WORKS SPECIAL SERVICES	2,957	1,869	1,869	1,869
	2509 CLERK/RECORDER	315	0	0	0
	2590 SHERIFF-CORONER	1,950	1,000	1,000	1,000
	2670 COUNTY FIRE	36,273	2,500	2,500	2,500
	2730 AGRICULTURAL COMMISSIONER	20,805	0	0	0
	2920 ROADS	28,500	0	0	0
	3070 MENTAL HEALTH	640	0	0	0
	3075 DRUG & ALCOHOL SERVICES	153,047	145,528	145,528	145,528
	3200 SOCIAL SERVICES ADMINISTRATION	2,544	2,544	2,544	2,544
	3290 GENERAL ASSISTANCE	30,119	0	0	0
	4040 DRINKING DRIVER PROGRAMS	227	0	0	0
	4125 PARKS	10,000	0	0	0
	TOTAL:	306,605	154,441	154,441	154,441
9950 BOOK,PAMPHLT,BROCHR SALES	2050 AUDITOR-CONTROLLER	404	500	500	500
	2800 PLANNING & BUILDING DEPARTMENT	14,718	20,000	20,000	20,000
	4000 LIBRARY	0	3,100	3,100	3,100
	TOTAL:	15,122	23,600	23,600	23,600
9951 MAP SALES	2070 ASSESSOR	14,757	15,000	15,000	15,000
	2245 PUBLIC WORKS SPECIAL SERVICES	1,321	(236)	(236)	(236)
	TOTAL:	16,078	14,764	14,764	14,764
9953 EMPLOYEE REIMBURSEMENTS	2040 ADMINISTRATIVE OFFICE	74	100	100	100
	2100 COUNTY COUNSEL	35	0	0	0
	2180 GENERAL SERVICES	147	0	0	0
	2250 INFORMATION TECHNOLOGY DEPARTM	31	0	0	0
	2340 RISK MANAGEMENT	184	0	0	0
	2660 PROBATION DEPARTMENT	0	1,000	1,000	1,000
	2790 EMERGENCY SERVICES	403	250	250	250
	3000 PUBLIC HEALTH DEPARTMENT	134	0	0	0
	3285 LAW ENFORCEMENT MED CARE	75	0	0	0
	TOTAL:	1,083	1,350	1,350	1,350

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9954 EMPL MEALS/IN-HOUSE FOOD	2590 SHERIFF-CORONER	3,407	2,500	2,500	2,500
	2660 PROBATION DEPARTMENT	758	600	600	600
	TOTAL:	4,165	3,100	3,100	3,100
9955 OTHER SALES	2180 GENERAL SERVICES	400	800	800	800
	2207 CAPITAL PROJECTS FUND	9,415	0	0	0
	2208 MAINTENANCE PROJECTS	240	0	0	0
	4125 PARKS	125,695	0	0	0
	TOTAL:	135,750	800	800	800
9956 PUB INFO SALE-COMP FILES	2040 ADMINISTRATIVE OFFICE	1,892	2,000	2,000	2,000
	2050 AUDITOR-CONTROLLER	56	0	0	0
	2060 TREAS-TAX COLL-PUBLIC ADM	1,341	1,200	1,200	1,200
	2070 ASSESSOR	27,510	20,000	20,000	20,000
	2509 CLERK/RECORDER	6,599	4,450	4,450	4,450
	2670 COUNTY FIRE	355	0	0	0
	TOTAL:	37,753	27,650	27,650	27,650
9958 NUISANCE ABATEMENT	2800 PLANNING & BUILDING DEPARTMENT	42,703	48,424	48,424	48,424
	TOTAL:	42,703	48,424	48,424	48,424
9959 SERVICE CHGE RETRND CHKS	2060 TREAS-TAX COLL-PUBLIC ADM	15,459	14,414	14,414	14,414
	2245 PUBLIC WORKS SPECIAL SERVICES	88	0	0	0
	2840 ANIMAL SERVICES	30	0	0	0
	TOTAL:	15,577	14,414	14,414	14,414
9960 OTHER REVENUE	2001 NON-DEPARTMENTAL REVENUES	1,212	0	0	0
	2040 ADMINISTRATIVE OFFICE	375	0	0	0
	2050 AUDITOR-CONTROLLER	826	350	350	350
	2060 TREAS-TAX COLL-PUBLIC ADM	2,502	250	250	250
	2070 ASSESSOR	3,262	1,500	1,500	1,500
	2081 ORGANIZATIONAL EFFECTIVENESS	6,850	0	0	0
	2180 GENERAL SERVICES	12,378	5,528	5,528	5,528
	2245 PUBLIC WORKS SPECIAL SERVICES	4,434	470	470	470
	2340 RISK MANAGEMENT	3,282	0	0	0
	2550 PUBLIC DEFENDER	30,429	1,000	1,000	1,000
	2560 DISTRICT ATTORNEY	164,912	369,730	399,730	399,730
	2561 CHILD SUPPORT SERVICES	0	68,419	68,419	68,419
	2590 SHERIFF-CORONER	18,668	20,000	15,200	15,200
	2660 PROBATION DEPARTMENT	350,108	380,500	360,500	360,500
	2730 AGRICULTURAL COMMISSIONER	1,527	2,000	2,000	2,000
	2800 PLANNING & BUILDING DEPARTMENT	113,812	65,310	65,310	65,310
	2840 ANIMAL SERVICES	13,746	7,000	7,000	7,000
	2920 ROADS	202,340	0	0	0
	3000 PUBLIC HEALTH DEPARTMENT	139,109	8,000	8,000	8,000
	3070 MENTAL HEALTH	130,240	93,443	93,443	93,443
	3075 DRUG & ALCOHOL SERVICES	18,000	18,000	18,000	18,000
	3200 SOCIAL SERVICES ADMINISTRATION	198,029	186,554	186,554	186,554
	3285 LAW ENFORCEMENT MED CARE	11,280	15,150	15,150	15,150
	4000 LIBRARY	14,216	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9960 (Continued)	4125 PARKS	9,510	660	660	660
	TOTAL:	1,451,047	1,243,864	1,249,064	1,249,064
9961 1915 BOND ACT ASSESSMENT	2050 AUDITOR-CONTROLLER	6,215	6,235	6,235	6,235
	TOTAL:	6,215	6,235	6,235	6,235
9967 CONTRIBUTIONS - NON GOVTL	2080 CONTRIBUTIONS TO OTHER AGENCIE	3,434	0	0	0
	2562 VICTIM/WITNESS ASSISTANCE	0	6,500	6,500	6,500
	3200 SOCIAL SERVICES ADMINISTRATION	13,961	20,000	20,000	20,000
	4000 LIBRARY	55,771	0	0	0
	TOTAL:	73,166	26,500	26,500	26,500
9968 GRANTS: NON-GOVERNMENTAL	2840 ANIMAL SERVICES	(40)	0	0	0
	3289 CHILDREN AND FAMILIES FIRST	83,660	0	0	0
	TOTAL:	83,620	0	0	0
9969 BAD DEBT RECOVERY	2180 GENERAL SERVICES	22	0	0	0
	4125 PARKS	1,779	0	0	0
	TOTAL:	1,801	0	0	0
9972 COUNTY CONTRIBUTIONS	4904 PENSION OBLIGATION BOND DSF	4,688,391	4,700,000	4,700,000	4,700,000
	TOTAL:	4,688,391	4,700,000	4,700,000	4,700,000
9975 PM INSPECT-IMP PLANS P11E	2245 PUBLIC WORKS SPECIAL SERVICES	88,301	87,102	87,102	87,102
	TOTAL:	88,301	87,102	87,102	87,102
9976 TM INSPECT-IMP PLANS P11D	2245 PUBLIC WORKS SPECIAL SERVICES	360,327	268,240	268,240	268,240
	TOTAL:	360,327	268,240	268,240	268,240
9977 MICROFILM	2800 PLANNING & BUILDING DEPARTMENT	184,197	260,040	260,040	260,040
	TOTAL:	184,197	260,040	260,040	260,040
9980 CASH OVERAGES	2060 TREAS-TAX COLL-PUBLIC ADM	3,395	2,500	2,500	2,500
	2509 CLERK/RECORDER	6,332	0	0	0
	2560 DISTRICT ATTORNEY	237	200	200	200
	2561 CHILD SUPPORT SERVICES	4	0	0	0
	4000 LIBRARY	147	150	150	150
	4125 PARKS	209	125	125	125
	TOTAL:	10,324	2,975	2,975	2,975
9987 SETTLEMNTS,DAMAGES,&REST.	2001 NON-DEPARTMENTAL REVENUES	477	0	0	0
	4125 PARKS	200,032	0	0	0
	TOTAL:	200,509	0	0	0
9993 SUPPORT BLNG TO NON-GOVTL	2085 COMMUNITY DEVELOPMENT PROGRAM	470,595	0	0	0
9994 GRANTS - HUD ENTITLEMENT	2670 COUNTY FIRE	33,950	0	0	0

REVENUE TYPE	DEPARTMENT	2003-04 ACTUAL	2004-05 REQUESTED	2004-05 RECOMMENDED	2004-05 ADOPTED
9997 TOBACCO SETTLEMENT	2080 CONTRIBUTIONS TO OTHER AGENCIE	530,000	375,000	375,000	448,000
	2590 SHERIFF-CORONER	125,000	125,000	125,000	125,000
	3000 PUBLIC HEALTH DEPARTMENT	373,414	425,413	425,413	425,413
	3070 MENTAL HEALTH	974,621	756,508	756,508	756,508
	3075 DRUG & ALCOHOL SERVICES	137,301	137,301	137,301	137,301
	3287 EMERGENCY MEDICAL SRVS FUND	882,305	725,000	725,000	725,000
	TOTAL:	3,022,641	2,544,222	2,544,222	2,617,222
	TOTAL COUNTY REVENUE:	364,978,214	352,060,335	349,134,120	350,719,118

Land Based

Agricultural Commissioner

Planning and Building
    Community Development

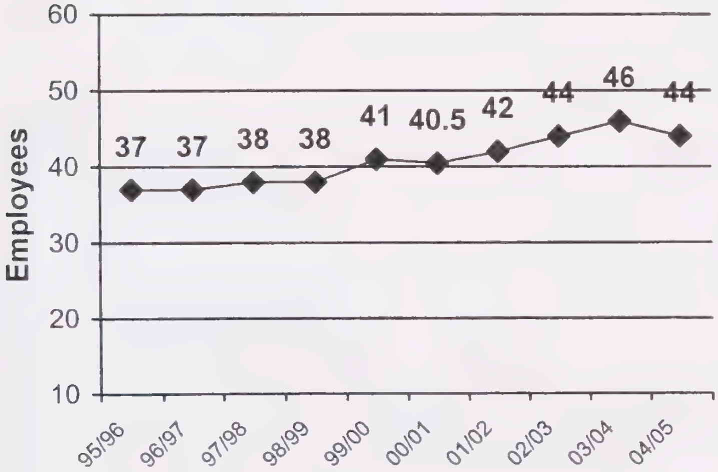
Public Works
    Public Works Special Services
    Roads
    Road Impact Fees

MISSION STATEMENT

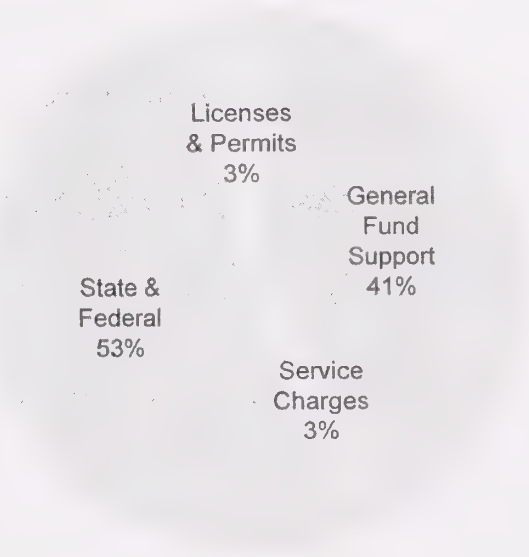
The Department of Agriculture/Weights and Measures is committed to serving the community by protecting agriculture, the environment, and the health and safety of its citizens, and by ensuring equity in the marketplace.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 3,086,176	$ 3,440,114	$ 3,690,761	$ 3,580,273	$ 3,580,273
Services and Supplies	717,579	778,163	816,964	790,323	790,323
Other Charges	0	0	0	0	0
Fixed Assets	15,253	0	0	0	0
**Gross Expenditures	$ 3,819,008	$ 4,218,277	$ 4,507,725	$ 4,370,596	$ 4,370,596
Less Intrafund Transfers	0	52,507	40,350	0	0
**Net Expenditures	$ 3,819,008	$ 4,165,770	$ 4,467,375	$ 4,370,596	$ 4,370,596
Revenues	1,912,060	2,527,914	2,490,122	2,576,280	2,576,280
General Fund Support (G.F.S.)	$ 1,906,948	$ 1,637,856	$ 1,977,253	$ 1,794,316	$ 1,794,316

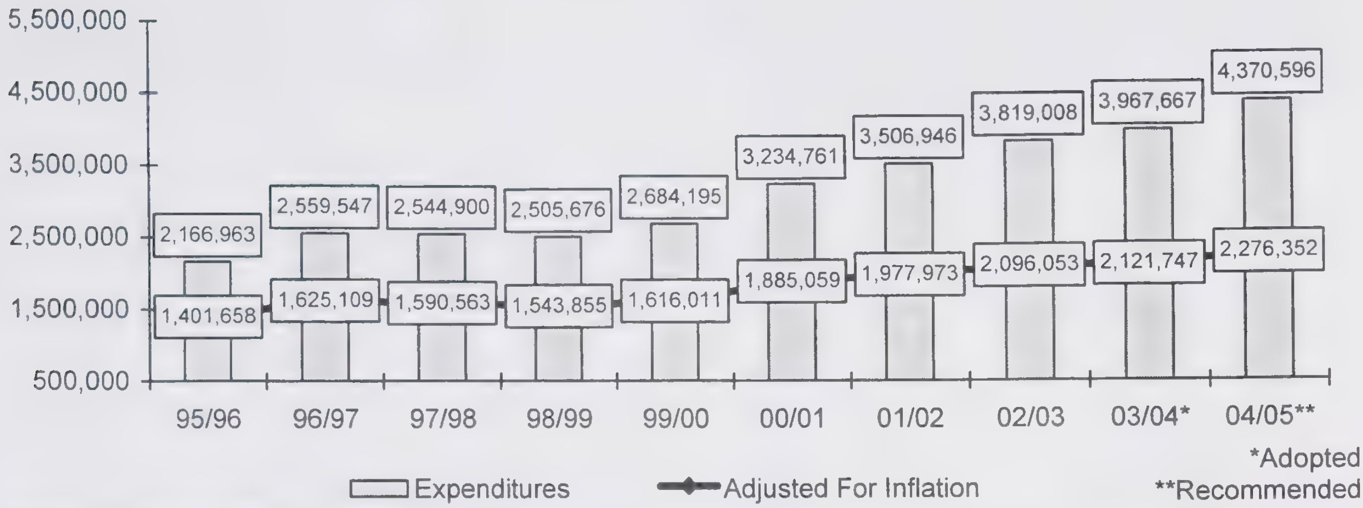
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Environmental Protection

Enforcement of mandated pesticide requirements to protect workers, public health and safety, the environment, and to ensure safe food.

Total Expenditures: $1,241,500 Total FTE: 12.88

Agricultural Resources Management

Provide information and make recommendations to protect the future of agriculture.

Total Expenditures: $268,909 Total FTE: 2.83.

Pest Management

Promote, implement and conduct integrated pest management approaches through education, training, and departmental practices.

Total Expenditures: $ 556,264 Total FTE: 4.08

Pest Prevention

Conduct state-mandated programs preventing the introduction and establishment of pests (injurious insect and animal pests, plant diseases, and noxious weeds) in agricultural, urban, and wild habitats in the county.

Total Expenditures: $1,755,407 Total FTE: 18.35

Product Quality

Perform inspections at Farmers' Markets, nurseries, organic farms, and seed distributors to ensure quality products and compliance with state-mandated requirements.

Total Expenditures: $140,619 Total FTE: 1.52

Weights and Measures

Protect consumers and businesses by inspecting weighing and measuring devices and verifying business practices to ensure accuracy in the marketplace.

Total Expenditures: $407,897 Total FTE: 4.34

DEPARTMENT COMMENTS

The requested budget allows the department to accomplish all Goals and Performance Measures and maintain the high level of customer service that has been established through the hard work of departmental staff and adequate levels of funding. Following are key service program results expected with the requested budget:

Environmental Protection: The public, environment, agricultural industry, and farm workers will be protected through enforcement of pesticide laws and regulations. We will complete the phase-in, and make available to growers, the internet-based pesticide use reporting system. This new system will decrease program staffing approximately one-half staff year by reducing the level of review of grower-submitted pesticide use reports and reducing the need for manual data entry, although a slight reduction in the integrity of the statewide pesticide use database is anticipated. We will continue to provide training and outreach efforts to assist pesticide users with compliance, and address neighborhood complaints at the agricultural/urban interface. We will assist the agricultural industry in developing conditional discharge waivers for new water quality regulations.

Pest Prevention: New pest infestations, such as the Glassywinged Sharpshooter and Medfly, can be averted due to exclusion, detection, and eradication programs. The state pest prevention contract will be met through seasonal help and permanent status staff. A reduction in the state Glassywinged Sharpshooter contract will reduce the program by one staff year and result in the elimination of inspection of bulk grape shipments and trapping for live Glassywinged Sharpshooters at vineyards and wineries. The Agricultural Commissioner will attempt to maximize remaining program resources to protect the local wine grape industry. Agricultural products destined to foreign ports will be certified in a timely manner. The requested budget allows the department limited ability to react to unexpected new pest or disease outbreaks, such as Exotic Newcastle Disease and Mad Cow Disease.

Pest Management: The requested budget allows the department to maintain the original one-half staff year level of integrated pest management (IPM) services to county general fund departments. County road right-of-way noxious weed control and the weed control contract with the California Department of Transportation will continue. New infestations of noxious weeds will be controlled before they become widely established and cause harm to agriculture or the environment. Our biological control program will focus on acquiring and releasing insects and pathogens that control targeted noxious weeds such as Yellow Starthistle.

Product Quality: The requested budget allows the department to continue to regulate direct marketing at certified farmers' markets. Market and producer certification, compliance inspections, complaint investigations and associated enforcement actions will be maintained. Organic producers and handlers will be monitored for compliance with the new California Organic Program.

Agricultural Resources: Timely completion of land use project referrals and implementation of Ag and Open Space Element policies will be maintained. The department will continue to staff the Agricultural Liaison Board and provide key resource issues to the agricultural community. We will assist County Planning in the development of agricultural grading rules in the coastal zone and help them prepare an ordinance to protect groundwater resources for agricultural uses. The ingestion pathway zone nuclear power plant program will be maintained. Department staff will participate in a graded exercise for emergency response at the Diablo Canyon nuclear power plant.

Weights and Measures: The requested budget allows staff to continue to conduct inspections and investigations, protecting consumers and industry by verifying the accuracy of transactions.

Food and Agriculture Security: The Agricultural Commissioner will maintain a lead role in preparing for events, including terrorism, related to food and agriculture security.

Title 27 CUPA Hazardous Materials Inventory Program: The Agricultural Commissioner's participation in the Certified Unified Program Agency, Hazardous Materials Inventory and Public Right to Know Act, will be eliminated and shifted to Environmental Health. Authority for this program is found in the California Health Code and is not a mandated function of the Agricultural Commissioner. The result will be a reduction in department staffing by one-half staff year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 04-05 recommended budget for the Agricultural Commissioner/Weights and Measures budget includes $452,800 over FY 03-04 expenditure levels. Department projected revenues are markedly increased, rising by $420,700, or 19% above FY 03-04 levels. The recommended level of General Fund Support includes a 1% increase, rising by $32,000.

Salaries and benefits are rising by 11%, a $357,300 increase above FY 03-04. This is largely due to prevailing wage and workers compensation costs as well as a slight increase in temporary help. The recommended amount incorporates a reduction of about $106,000 from the elimination of one Limited Term Agricultural Biologist and one Limited Term Agricultural Technician. These positions are being eliminated due to decreased grant funding and the department's intent to reign in costs by focusing on core responsibilities. The reduction of the Limited Term staff is accomplished by:

- Returning the Certified Unified Program Agency, CUPA - Title 27 responsibilities, to the Environmental Health Division of the Public Health Department
- Modest reductions in pest prevention programs and other modifications to discretionary programs.
- Maximizing the use of seasonal help to provide services in peak demand periods.

The above changes allow some cost avoidance while at the same time minimizing the impacts to service levels provided to the agricultural community and the public.

The budget includes the reclassification of one position from an Agricultural Technician to a Mapping and Graphics Specialist II position. This change reflects the actual job duties being accomplished and increases expenses by about $4,000/year.

Service and supply expenses are increasing by approximately $45,500 or 6% above FY 03-04. This program involves a cost sharing arrangement with the federal government to provide two federal Wildlife Specialists who assist the agricultural community and homeowners with wildlife related issues. The bulk of this increase is related to shifting the entire Federal Wildlife Specialist program into this budget unit. In prior years, the program costs were divided with the Division of Environmental Health on a 50-50 split. The recommended funding level maintains the service levels for this program. The portion of this program that services agricultural areas is an eligible gas tax expense, consequently, we anticipate that the approximately $81,000 local share of cost will be offset by about $65,000 in gas tax reimbursement.

Revenues in this budget unit are projected to rise by about $420,000. The major contributor to the increased revenue for this budget is a $405,000 increase in gas tax revenues. The increase in revenues provides a substantial offset to the increased expenses in this budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Ensure the department's Mission Statement commitment to serving the community is demonstrated by all services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of clients that indicate they are satisfied overall with departmental services.	100% overall satisfaction with the Pesticide Enforcement Program	100% overall satisfaction with the Pest Prevention Program	100% overall satisfaction with the Weights and Measures Program	95% overall satisfaction with County Facility Integrated Pest Management	100% overall satisfaction with County Facility Integrated Pest Management	95% overall satisfaction with customer services provided during initial contact

What: The department solicits feedback including ideas for improvement from its clients each fiscal year. The survey rotates through different services.

Why: The department is committed to excellence. Customer feedback and suggestions help us achieve that goal.

How are we doing? The final client survey results indicate 100% satisfaction with the County Facility Integrated Pest Management Program.

Department Goal: Protect the County's agriculture through careful and timely implementation of the policies of the Agriculture and Open Space Element. Evaluate land use projects and provide advice to protect agricultural resources.

Communitywide Result Link: A livable community.

2. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of project referrals from the Planning Department that are completed by the Department of Agriculture within 30 days.	60%	65%	50%	90%	66%	95%

What: County Planning sends referral projects for review and comment. The percentage of referrals we respond to in writing within 30 days will be measured.

Why: County Planning is required to conduct a completeness review within 30 days of receiving a project application. We are tracking a 30-day turn around for efficiency.

How are we doing? The results were low because of staff vacancies and increased workload. We received 172 referrals from the Planning Department in FY 03/04, compared to 81 referrals in FY 02/03.

3. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Number of policy implementation measures prepared for adoption by the Board of Supervisors or implemented according to the Agriculture and Open Space Element	3	4	3	3	5	3

What: The County Board of Supervisors adopted the Agriculture and Open Space Element of the General Plan which has 24 agricultural policies. This department is responsible for assisting, completing, and/or implementing the policies.

Why: Timely implementation and maintenance of the agricultural policies is critical to protecting agricultural resources.

How are we doing? Two policies, AGP 12 (pest management) and AGP 17 (buffers), were prepared for adoption in FY 03/04. Three additional policies, AGP 21, 22 and 23, were prepared for ordinance adoption during FY 03/04, but adoption was deferred to FY 04/05.

Department Goal: Protect the County from new detrimental pest (e.g. medfly, gypsy moth, red imported fire ant, glassy-winged sharpshooter, etc.) infestations in order to minimize the impact on agriculture, human health, and the environment.

Communitywide Result Link: A healthy and prosperous community.

4. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of Federal Express inspections per hour	3.17	2.7	2.65	To equal or exceed comparable county average	3.3	5.0

What: Measures the number of Federal Express inspections per hour to assist in evaluating program efficiency. To fully assess how we are doing, however, inspection effectiveness is also evaluated for comparison with the comparable county average for violations and pest interceptions.

Why: To protect the agriculture, urban and natural ecosystems in San Luis Obispo County as efficiently as possible.

How are we doing? The FY 03/04 average for our comparable counties is 6 inspections per hour. The inspections take longer, but more pests are intercepted.

5. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of shipments rejected for interception of Glassywinged Sharpshooter.		1.3%	1.5%	.3%	1.1%	1.0%

What: County Staff inspect shipments of plants originating from outside San Luis Obispo County for Glassywinged Sharpshooter infestations.

Why: To stop introduction and spread of this detrimental pest.

How are we doing? San Luis Obispo County continues to lead all CA counties for interceptions of live Glassywinged Sharpshooter. Statewide, 62 rejections of live GWSS were made in FY 03/04. SLO inspectors made 15 live GWSS finds. Statewide, the overall rejection rate continues to decline.

Department Goal: Ensure that local agricultural commodities (i.e., fruit, vegetables, nursery stock, seed, etc.) are inspected prior to export and certified to be in compliance with applicable laws to minimize the risk of financial loss to exporters.

Communitywide Result Link: A healthy and prosperous community.

6. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of export certificates issued for qualified shipments within 24 hours of requested delivery date.	98%	99.7%	99%	99%	100%	99%

What: This is a fee-based service to agricultural exporters in the county.

Why: To ensure timely and effective customer service and minimize delays in the shipping process.

How are we doing? 100% of all qualified export certificates were issued within 24 hours of requested delivery date in FY 03/04.

Department Goal: Design, implement, and facilitate environmentally sound (integrated pest management) programs to control or eradicate existing detrimental pests (noxious weeds, insects, diseases, rodents and birds) and to eliminate or reduce their detrimental impact upon agriculture, the environment, and the public.

Communitywide Result Link: A healthy and prosperous community.

7. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of County employees in County facilities protected through the adoption of environmentally sound (Integrated Pest Management) pest control techniques.	75%	85%	86%	95%	97.2%	85%

What: To utilize alternative methods rather than traditional pesticide approaches to pest management.

Why: To minimize the potential negative impact of traditional pesticide use on public health and the environment.

How are we doing? Our actual results were 97.2% exceeding the target by 2.2%. We are attempting to streamline and improve the program. We have requested help from the individual department heads to designate individuals responsible for being trained and coordinating pest control within their buildings.

Department Goal: Promote the safe use of pesticides in our county by regulating their use for compliance with mandated requirements to protect workers, the public's health and safety, the health of the environment and ensure food safety.

Communitywide Result Link: A healthy community.

8. Performance Measure	00/01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of overall compliance by all regulated pesticide users (agricultural, structural, and governmental).	96.0%	97.2%	95.9%	97.5%	96.8%	97.0%

What: Laws require pesticide users to comply with mandated requirements such as, but not limited to: following pesticide labels, training workers, operating equipment and applying pesticides in a safe manner and keeping records of usage. This measure excludes home use by the public, which currently is not monitored.

Why: To protect workers, the public's health and safety, the health of the environment and to ensure safe food.

How are we doing? The overall compliance rate continues to be high. During FY 03/04 our focus was on new pesticide application methods and on field worker safety.

9. Performance Measure	00/01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Staff hours spent per regulated pesticide user providing services to attain compliance.	13.1	14.8	17.8	13.0	16.9	14.0

What: Provide services to regulated pesticide users in the most complete yet efficient manner to ensure pesticides are used safely.

Why: To protect workers, the public's health and safety, the health of the environment and to ensure safe food.

How are we doing? During FY 02/03, the five comparable central coast counties averaged 17.4 hours per regulated pesticide user. Our hours per customer were higher than adopted due to the implementation of new inspection procedures, new standardized forms, focus on chemigation systems, enhanced field worker safety inspections, and training of new inspection staff.

Department Goal: Conduct field and market inspections of growers' agricultural products (i.e., fresh fruit, nuts, vegetables, nursery stock, eggs, cut flowers) sold at certified Farmers Markets to ensure fair competition and compliance with direct marketing rules.

Communitywide Result Link: A healthy and prosperous community.

10. Performance Measure	00/01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of compliance with Farmers Market requirements.	99.6%	95%	95.4%	95%	98.4%	96.0%

What: California Direct Marketing laws require growers to only sell agricultural products that they have produced.

Why: To ensure fair competition, promote Farmers' Market success and increase consumer access to growers.

How are we doing? The Certified Farmers' Market compliance level for 03/04 was 98.4%. Of the 768 market and producer inspections performed by this department, 756 were in compliance.

Department Goal: Ensure the accuracy of marketplace transactions.

Communitywide Result Link: A prosperous and well-governed community.

11. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage compliance for measuring devices (such as gasoline dispensers and propane meters).	92%	88.9%	90.3%	To equal or exceed the statewide average	90.7%	To equal or exceed the statewide average

What: California law mandates the Sealer to inspect and test all commercial measuring devices. This measure represents the percentage of measuring devices expected to perform correctly and accurately.

Why: The use of correct measuring devices helps merchants compete fairly and protects consumers.

How are we doing? We exceeded the statewide compliance average of 90.0% by 0.7%. Of the 3458 devices inspected by this department during FY 03/04, 3136 were in compliance.

12. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage compliance for weighing devices (such as grocery store and recycling scales).	87%	87.1%	89.1%	To equal or exceed the statewide average	88.6%	To equal or exceed the statewide average

What: California law mandates the Sealer to inspect and test all commercial weighing devices. The measure represents the percentage of weighing devices expected to perform correctly and accurately.

Why: The use of correct weighing devices helps merchants compete fairly and protects consumers.

How are we doing? Our compliance was 2.1% behind the statewide average of 90.7%. Of the 1185 devices inspected by this department during FY 03/04, 1050 were in compliance.

13. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of accuracy for price scanners.	98%	98.4%	98.0%	To equal or exceed the statewide average	97.8%	To equal or exceed the statewide average

What: Price verification represents how accurately the price charged to the customer matches the advertised price or the shelf price when scanners or computer look up systems are used at the checkout counter.

Why: To ensure compliance with California law, protect the consumer, and protect the merchant by ensuring fair competition.

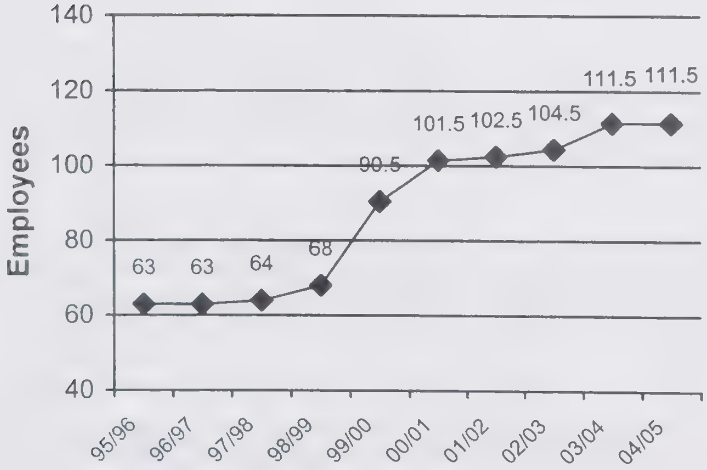
How are we doing? We exceeded the statewide compliance average of 96.7% by 1.1%. Of the 6399 items inspected by this department during FY 03/04, 6260 were in compliance.

MISSION STATEMENT

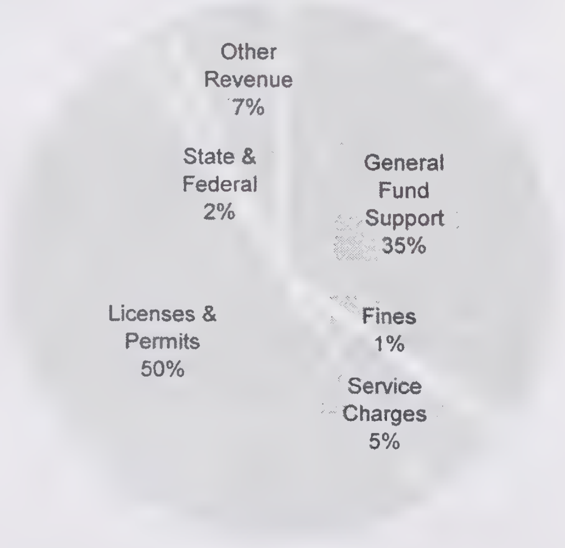
Promoting the wise use of land.
Helping to build great communities.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 7,282,063	$ 8,338,862	$ 9,269,761	$ 9,149,763	$ 9,149,763
Services and Supplies	3,403,012	3,112,306	3,042,102	3,041,502	3,041,502
Other Charges	987,257	689,019	128,386	208,986	208,986
Fixed Assets	20,807	34,960	52,500	38,000	38,000
**Gross Expenditures	$ 11,693,139	$ 12,175,147	$ 12,492,749	$ 12,438,251	$ 12,438,251
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 11,693,139	$ 12,175,147	$ 12,492,749	$ 12,438,251	$ 12,438,251
Revenues	8,004,674	7,908,143	8,309,371	8,129,371	8,129,371
General Fund Support (G.F.S.)	$ 3,688,465	$ 4,267,004	$ 4,183,378	$ 4,308,880	$ 4,308,880

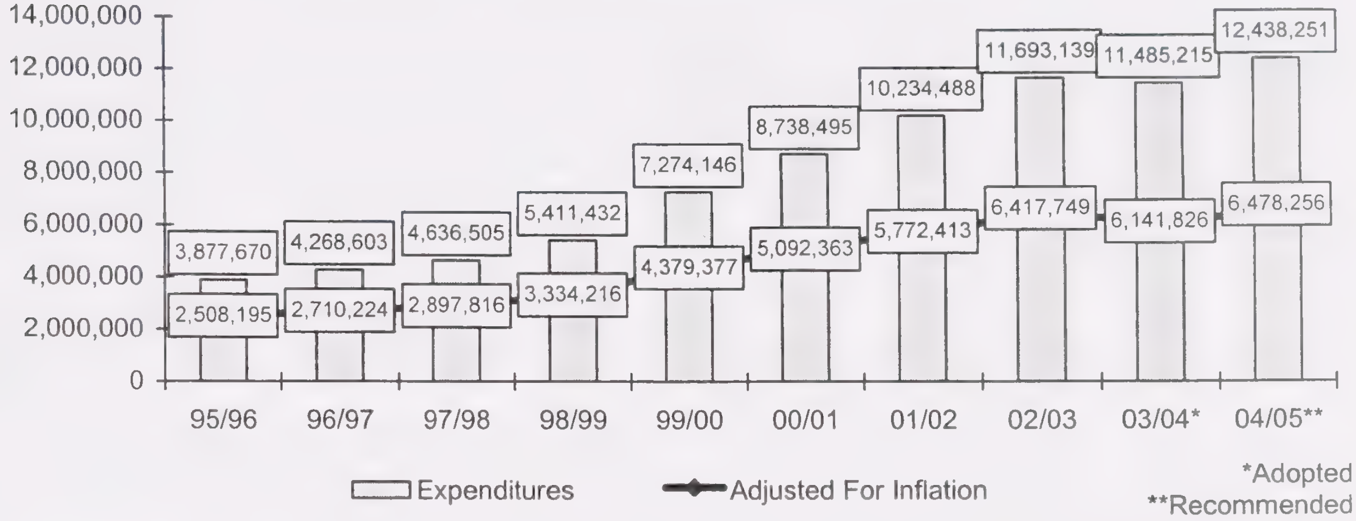
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Code Enforcement

Preserve and enhance the safety, physical appearance and livability of the County through positive, proactive enforcement, and assistance to citizens in order to maintain a long-term stability and viability of all County neighborhoods, including residential and non-residential, by:

- Forming community partnerships and supporting neighborhood-based goals and objectives,
- Educating citizens about County Zoning and Building code regulations,
- Achieving and ensuring compliance by investigating complaints associated with illegal businesses and buildings, trash, abandoned cars, land grading, and damages to the rivers, streams and creeks in the county, and
- Investigation, prosecution, and the handling of enforcement fines are coordinated with Federal, State and Local law enforcement units on an as-needed basis.

Total Expenditures: $759,824 Total Staffing (FTE): 8.5

Development Services

Ensure and improve the safety, physical appearance and livability of the County through positive, proactive and comprehensive development review by:

- Providing comprehensive and timely review and assistance to customers in order to achieve compliance with relevant land use, environmental and development requirements,
- Providing an integrated and effective development and environmental review and permitting system that adds valuable technical knowledge to the process while minimizing project review times,
- Reviewing proposals, such as, individual homes, commercial or industrial businesses, residential subdivisions, development in the Coastal Zone, gravel and resource extraction, agricultural preserves, County initiated projects (roads, bridges, buildings, parks, etc.), mitigation monitoring, minor and major grading and general plan/ordinance amendments,
- Participate in the implementation of the Growth Management Ordinance,
- Providing timely assistance and high quality customer service to telephone and counter customers,
- Supporting the Board of Supervisors, Planning Commission, Airport Land Use Commission, Subdivision Review Board and Community Advisory Groups for the unincorporated areas, as necessary, in order to implement the County General Plan and Ordinances with respect to land use and development project reviews, and
- Providing timely building inspections to ensure compliance with approved plans.

Total Expenditures: $8,064,148 Total Staffing (FTE): 78.5

Housing & Economic Development

Preserve and improve housing conditions for low- and moderate-income residents, support increased development of affordable housing and ensure that human services needs throughout the County are identified and addressed consistent with the County's Housing Element and Economic Element policies by:

- Improving the physical condition of the County's housing through housing improvement programs,
- Increasing the supply of safe, habitable, and affordable housing; business development; and job creations in the County, and
- Coordinating the County's external housing support groups' funding process, such as the Federal Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Emergency Shelter Grant (ESG) and other state or federal programs.

Total Expenditures: $701,358 Total Staffing (FTE): 5.5

Long-Range Planning / Coastal Zone Management

Prepare comprehensive plans that advance the physical development of the County and prepare and update Local Coastal plans that advance and protect the County's coastal zone in order to maintain and improve its physical appearance, safety, livability, its economy and its overall quality of life by:

- Providing leadership in developing a vision for the future and maintaining the cohesive usefulness, relevancy of the County's General Plan, including the County's Local Coastal Plan,
- Developing strategies, policy reports, and comprehensive long-range plans relative to the surrounding environment,
- Assembling, analyzing, and disseminating up-to-date, accurate, and useable land use/resource information and comparative demographics and economic data on the County, through the use of Geographic Information Systems (GIS) and other resources,
- Working toward capital improvement planning and programming that is coordinated and time sensitive,
- Maintaining the County's compliance with the California Coastal Act through the preparation, revision and implementation of the County's Local Coastal Plan,
- Participating in regional planning efforts and influencing state and federal policy development to protect land use and planning policy in the County, and
- Informing and involving unincorporated communities, through their Community Advisory Groups, in long-range and strategic planning, land use policy development and implementation actions that reflect the wants and needs of a particular community.

Total Expenditures: $1,447,256 Total Staffing (FTE): 10.75

Operations

Ensure that the department provides high quality "results oriented" services that are responsive to community, Board of Supervisors, County administration, other departments, and employee needs by:

- Assembling, analyzing, and disseminating up-to-date, accurate, and useable financial information and comparative data,
- Assuring that financial planning and programming is coordinated and time sensitive,
- Participate in the implementation of the Public Facility Fee Ordinance,
- Accurately collecting permit fees and other payments,
- Provide technology support, training and maintenance of all computer technology equipment,
- Rely on staff that is Notary Public certified to provide crucial review of all loans and grant documents to insure accuracy, legitimacy, and authenticity,
- Provide timely personnel evaluations to ensure conformity with Individual Action Plans, and
- Provide relevant financial training resources to enable staff to make timely and informed decisions.

Total Expenditures: $1,465,665 Total Staffing (FTE): 8.25

DEPARTMENT COMMENTS

Goals for FY 03/04 Budget and Examples of Results

Goal 1: Customer Service - Provided "next day" service on over 26,000 inspection stops (a 14% increase), enabling our customers to keep their construction projects moving with minimum interruption.

Improved integrated voice response (IVR) system that allows clients to schedule/cancel inspections and obtain inspection results by phone, and request plan check corrections via fax on a 24/7 basis.

Goal 2: Processing Streamlining - Assigned a Plans Examiner to the Permit Center to answer customers' plan review questions and solve their processing problems, review complex plans for completeness, and increase the number of minor projects that are issued "over-the-counter" by 25%.

Streamlined the Growth Management ordinances and procedures for our clients and staff.

Goal 3: Environmental Protection - Added over 3,800 acres to the county's agricultural land protection program by processing 15 agricultural preserves, farmland security zones and land conservation contracts.

Reduced the time to resolve the average code enforcement case from 186 days to 144 days. Provided "proactive" enforcement and prosecution of all environmental crimes, including 44 grading violations.

Response to San Simeon Earthquake

After the San Simeon earthquake, provided timely inspection of over 300 buildings affected by the earthquake and assisted the City of Paso Robles in evaluating buildings within the city. The department geologist provided special assistance to the USGS in assessment of federal emergency status that led to funding for local jurisdictions and property owners affected by the earthquake.

Major Focus and Goals for 04/05 – Transition to Excellence

The "Transition to Excellence" proactive approach will result in an improved service-oriented system that meets the needs of our key stakeholders: our day-to-day clients, the communities that we serve including the advisory councils, and the Board of Supervisors.

- **Customer Service Improvements**: Continuous improvement in our customer service is a primary emphasis for the department. For 04/05 we will concentrate on the following:
  - Creation of a full service one-stop Permit Center through the Courthouse remodel.
  - Use Tidemark to provide applicants and interested parties the ability to get project status and property information via the Internet.
  - Allow simple permits (such as water heater and electrical upgrades) to be applied for, paid, and actually issued on-line (if firewall issues can be resolved).
  - Provide electronic access to staff reports for public hearings, project status information and other department documents on the Department webpage.
  - Continue broadcast of the Planning Commission hearings to allow the public to be aware of decision-making that affects their community.

- **Improved Communications:** Keeping our key stakeholders and staff well informed is essential to moving in clear, well understood direction. The following improvements will be completed:
  - Provide department regulations on the webpage.
  - Fax or refer clients to the webpage for information on the same day as requested, reducing response times for telephone callbacks by 40%.
  - Maintain quarterly newsletter to keep our staff and clients informed about department activities.

- **Systems and Process Improvements**: A major focus of our Organizational Effectiveness (OE) program is directed toward improving our regulatory systems. This will improve service to our clients and reduce the complexity of our systems, as identified through the OE exercises. These improvements will include:
  - Completion of Year 1 of the Systems and Process action team work with a goal to reduce average processing timeframes by 10% and by reducing requirements for discretionary applications by 5%.
  - Use Geographic Information Systems (GIS) to make 2003 updated aerial and property maps available for client information.

- **Environmental Protection**: In response to new regulations and community input, the Department will undertake the following:
  - Initiate a wastewater management program as mandated by AB 885 by June 2005.
  - Continue with the NPDES water quality program requirements to ensure clean surface and groundwater.

  - Complete the Hazards Mitigation Plan by March 2005, in coordination with Office of Emergency Services.
  - Work with the US Geological Survey to secure grant funding to update our geologic hazard maps.

- **Implementing the Community's Vision**: In 04/05, we will continue work that will carry out the policies adopted in the general plan. (This work was deferred in 03/04 to provide staff resources for System and Process improvements).
  - Implement a minimum of five (5) policies or programs in the recently adopted Housing Element by June 2005, with a focus on affordable housing.
  - Undertake a Business Suitability Study to implement the Economic Element by June 2005.
  - Implementation of programs and policies in the South County area plan including development of Business Improvement and Parking Districts.
  - Complete Board of Supervisor adoption of Estero Area Plan update by Summer 2004.

Participate in the Places 3 regional program being conducted through the Area Council of Government to help the community begin to look at region wide "visioning" of the future for our communities and the county as a whole.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross: $64,535 General Fund Support: $0	One Environmental Health Specialist to develop a wastewater management program for septic systems. (Responsibility for inspecting septic systems resides in Planning and Building.) The department proposes to eliminate one Planner position and replace it with this new classification.	To comply with the Non-point Pollution Discharge Elimination System (NPDES) regulations and protect ground and surface waters from septic contamination.
Gross: $22,500 General Fund Support: $0	Consultant costs to develop an inventory of existing septic systems in the County for the new wastewater management program noted above. Specialized software will be used requiring specialized skills.	To facilitate the development of an inspection and maintenance process for all septic systems in the County for compliance with NPDES regulations, and to protect ground and surface waters from septic contamination.
Gross: $41,751 General Fund Support: $0	One Permit Technician to support the Code Enforcement and Building Inspection units in focusing on inspection of substandard dwellings and processing of expired permits. (In exchange, the department has proposed to eliminate one half-time Environmental Specialist contract position and to reduce one full-time Administrative Assistant position to half-time.)	▪ Reduce the time for initial inspection of substandard dwellings from 30 days to 2 days. ▪ Reduce the time required to identify and research expired permits from 1 year to 30 days. ▪ Reduce the backlog of permits that are expired by 50% by the end of the fiscal year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for Planning and Building includes a 3% (or $125,502) increase in General Fund support compared to the FY 03-04 adopted budget. While the department initially requested a budget that maintained their General Fund support at the same level as FY 03-04, our office recommends shifting costs to this budget unit that had been appropriated in other budget units in FY 03-04 including:

1. $150,000 in services for the Homeless that had been included in BU 3290 - General Assistance. These funds have been included in contracts with a consortium of agencies that serve the homeless and were administered/monitored by Planning and Building staff who also manage the Community Development Block Grant contracts with the same agencies.
2. $60,000 for a contract with Susan McCabe, a lobbyist who is working with the Coastal Commission on the County's behalf. Funds for this contract were appropriated in budget unit 2040 – the Administrative Office in FY 03-04.

The department has reduced costs in other areas to absorb a portion of these added expenditures as well as the budget augmentations noted above that are supported by General Fund dollars.

Overall, expenses are increasing by 8% (or $953,036) compared to the FY 03-04 adopted budget. Prevailing wage increases represent the greatest increase in costs, rising 9% or approximately $779,000. Other factors influencing expenditure increases include the funds for Homeless Services and the Susan McCabe contract (mentioned above), and 235% increase in liability insurance.

Revenues are projected to increase 11% (or $827,534) almost exclusively due an increase in fees which were approved by the Board in December 2003.

As noted in the recommended budget augmentations above, changes are recommended to the Position Allocation List (PAL) for this budget unit, to reflect decisions made in reclassification requests and to accommodate high priority staffing needs.

- 2.0 full-time equivalents (FTE) will be eliminated as follows:
  - One full-time Administrative Assistant position will be converted to a half-time position.
  - One half time Environmental Specialist II contract position will be eliminated.
  - One Planner position will be eliminated.
- In exchange for these reductions it is recommended that 1 full-time permanent Environmental Health Specialist and one full-time permanent Permit Technician be added. (Note, the department had requested that the Environmental Health Specialist be added as a Limited Term position, but this position is reflected on the proposed PAL as a permanent position because the NPDES program is not expected to be a short-term program.)

In addition, it is recommended to reclassify an Administrative Assistant to a Senior Account Clerk based on Personnel's review and advice.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Conserve natural resources to promote a healthy environment.

Communitywide Result Link: A Livable Community; a Well-governed Community

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of environmental protection determinations processed without appeals and approved by hearing bodies.	99%	99%	99%	98%	99%	99%

What: Any member of the public can appeal a proposed environmental determination when they feel that environmental issues have not been adequately addressed. The number of appeals is a reflection of community satisfaction with the County environmental determinations and is an accurate measure of consistency, completeness and accuracy. Environmental determinations that provide complete and accurate information assist decision-makers in making well-informed decisions.

Why: We address public concerns by producing consistent, complete and accurate environmental determinations. This results in environmental protection (e.g. trees, water quality and wildlife) and decision-makers are able to make more informed decisions.

How are we doing? For fiscal year 03/04, 568 environmental determinations were processed and three of those were appealed. All determinations that required approval by a hearing body were approved. For fiscal year 02/03, 682 environmental determinations were processed and three of those were appealed.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Acres of land protected and average annual tax relief provided to land owners adding their properties to the agricultural preserve program.	807,052 acres protected/ $5,251 avg annual tax relief per property	814,229 acres protected/ $5,495 avg annual tax relief per property	818,222 acres protected/ $4,408 avg annual tax relief per property	823,243 acres protected/ $5,297 avg annual tax relief per property	822,037 acres protected/ $5,701 avg annual tax relief per property	827,010 acres protected $6,006 avg annual tax relief per property

What: In return for maintaining their land in agricultural and open space uses, landowners receive lower property tax assessments.

Why: To strengthen the county's agricultural economy and help preserve agricultural and natural resource, consistent with County policy.

How are we doing? The 03/04 target of 823,243 total acres protected will not be met by 1207 acres while the target of $5,297 of average annual tax relief will be exceeded by $305 for property added to the program. This is because less acreage than the prior average was admitted into the program, but with higher land and agricultural production values. 4,973 more acres expect to be added to the agricultural preserve program in 2004/05, which represents the average annual net gain between 1980 and 2003. The average tax relief reflecting properties added to the agricultural preserve program in 2004/2005 is expected to be $6,006, which represents the average annual reduction per property between 1993 and 2003 plus the amount of the average increase from 2002 to 2003.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of cases where prosecution is sought, and/or civil fines levied for illegal grading in Sensitive Resource Areas and in situations involving irreparable environmental damage.	Revised Measure	100%	100%	100%	100%	100%

What: Swift prosecution and civil penalties for environmental crimes will act as a deterrent.

Why: Once natural resources have been destroyed, they are gone forever, so the penalties for crimes involving "high value" resources should be substantial and equally applied. We anticipate that the higher the percent of cases prosecuted, fined and publicized, the greater the deterrence for new environmental crimes.

How are we doing? This past fiscal year, we investigated 47 cases that involved illegal grading or tree removal. We sought prosecution on all, with all resulting in Administrative Fines or settlements. The number of cases investigated was higher than last FY (32). This is partly due to the public outreach we have done in environmental crimes - so reporting has increased. Working with a task force comprised of local, state and federal enforcement agencies, we have been able to quickly bring cases to prosecution, and seek penalties and resolutions that we would not have considered before.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Revenue received from the State, Federal and private grants to promote natural resource conservation.	$819,000	$1,100,000	$1,303,297	$292,500	$528,000	Delete

What: The amount of financial assistance provided to the County and our conservation partners for planning and projects protecting natural resources.

Why: Bringing in outside dollars enhances the County's ability to sustain planning programs and to help local non profits protect our natural resources through land acquisition and habitat protection projects.

How are we doing? The Department will continue to seek and administer multi-year grant awards totaling more than $4.9 million dollars to fund County and other projects. Approximately $1.1 million dollars were awarded in FY02/03 for County projects, such as coastal access improvements and plan updates. The remainders are "pass-through" funds awarded to our conservation partners for projects such as the East/ West Ranch purchase and construction of water quality improvements at Port San Luis. New state grants are not expected to be available for the next several years due to State budget constraints. The Department is focused on maximizing spending of existing grant funds already in place and is proposing to delete this measure until such time as new state grants become available in the future.

Department Goal: Prepare and implement the County General Plan that is responsive to local needs.

Communitywide Result Link: A Well-governed Community; A Livable Community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Number of community design plans completed.	Revised Measure	3	0	Deferred	Deferred	0

What: This measures the number of completed community design plans prepared in response to programs listed in the Land Use Element, other General Plan documents, and other community requests.

Why: To provide architectural, site planning and streetscape design guidance for new developments in certain commercial areas in communities and to provide a basis for obtaining grant funding for improvements.

How are we doing? Substantial work was completed towards implementation of three Community Design Plan programs: Santa Margarita, San Miguel, and Cambria. Santa Margarita efforts were directed towards installation of streetscape improvements and gateway features at the entry to town. Funding limitations and lack of grant opportunities has put a majority of this work on hold and plans are being made to install the gateway features in early 2004. Similarly, Cambria streetscape and landscaping features are being implemented into Cambria Main Street enhancements with limited funding from the CCSD and TEA fund sources. San Miguel enhancement plans had archeological, historical and architecture studies and plans prepared and these are being reviewed by Caltrans at this time. Construction documents are being prepared and construction of initial improvements in San Miguel is expected mid-2004. Work on the West Tefft Corridor Plan has been on going and a Public Review Draft will be published by the end of December 2003. Further work on community improvement programs was postponed for one year as a result of the Organizational Effectiveness evaluation to allow the department to focus on department wide system efficiencies. Future community design plans may include Templeton for a streetscape plan, Shandon and Los Osos both for their central business districts when budget opportunities provide for staffing and consulting services. The target for 04-05 is zero because funding for major new community design plans is not available.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Number of grants secured for community enhancement or streetscape improvements identified as part of a community design plan.	Revised Measure	2	0	Deferred	Deferred	0

What: This measures the number of grants secured to supplement local matching funds (where required) to help pay for community improvements, such as sidewalks, landscaping, lighting, street furniture, and traffic calming measures like bulb-outs.

Why: To secure funding to implement community design plans and to make our communities look better.

How are we doing? Grant requests applied for during 02-03 were not successful; however, we will continue to seek grant-funding opportunities as they become available. To increase the chances of future grant success, we have continued to remain active with plans for Santa Margarita, San Miguel and Cambria streetscape enhancements. We proposed to defer work on community enhancement and design plans for approximately one year as a result of the Organization Effectiveness study for the department – to allow us to concentrate on system efficiencies. Due to the state's financial crisis, it is not likely that State Transportation Improvement Program (STIP) funds for anything other than repair and maintenance will be fundable earlier than FY 04-05 or perhaps FY 05-06, thus the FY 04-05 target is zero.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of area plans completed on time.	New Measure	66%	66%	90%	100%	100%

What: This measures the percentage of area plans completed within the time frames set in the work program approved by the Board of Supervisors. Each area plan has multiple components with key milestones and a schedule that is then evaluated in the performance measure.

Why: Timely completion of area plans will ensure that they are relevant to the community's vision and respond to local needs and issues.

How are we doing? The El Pomar-Estrella Area Plan Update has been completed and the Estero Area Plan Update has completed Planning Commission hearings and is scheduled for Board of Supervisors approval in the fall of this year. The Cambria/San Simeon community plan public review draft has been released to begin the review process with the community and public hearings in 2005.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of citizens that indicate they are satisfied with the services provided by the Planning and Building Department. *	New Measure			Deferred	68%	Deferred until 05/06

What: The Administrative Office plans to conduct a citizen's opinion survey every other year, the first of which will take place in the spring of 2003. The survey tool will include specific questions designed to solicit information from the public relative to their satisfaction with county services. The next survey is not scheduled until 2005.

*Survey was sent to citizens of the county, results do not distinguish between county and city provided services.

Why: The information gained from the survey will be used to improve services provided to the public.

How are we doing? The Administrative Office conducted the citizen's opinion survey countywide in the spring of 2003 and the results were published in early FY 2003/04. The survey results included comments from citizens using both county and city services. 68% of citizens surveyed who responded, stated it was fair or better when asked, "How do you rate the quality of Land Use Planning and zoning?" While this did not directly address the services provided, the comments provided indicate that many issues of concern are ones that our department deals with on an on-going basis: growth, traffic, affordable housing, etc. While many of the comments did involve projects that occurred in the incorporated cities, the public input is still valuable. The survey showed that controversial projects will most always have both supporters and detractors, however, the way in which they are handled is important to the citizenry of the county. Building on a SMART growth conference recently presented by the County Planning and Building Department, through additional outreach, the Department would like to have the citizens who don't want any projects, to not want bad projects.

Department Goal: Protect public health and safety by effectively administering development regulations and fostering neighborhood preservation.

Communitywide Result Link: A Safe Community; A Livable Community

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of permits applications reviewed within established time lines for representative project types. Building Permits						
Single-family dwelling permits: Goal: 20 days to complete plan check.	15%	20%	35%	80%	50%	80%
Over-the-counter permits: Goal: issued same day as applied for.	90%	90%	95%	100%	100%	95%
Land Use Permits/Subdivisions						
Initial review of applications completed: Goal: within 30 days	90%	90%	91%	97%	91%	95%
Land Use/Subdivision applications processed: Goal: Categorical Exemptions (CE)/General Rule (GRE)-60 days Goal: Negative Declaration-180 days	80%	71%	64%	85%	58%	85%
Categorical Exemption: Goal: issued within 10 days of project acceptance	80%	69%	68%	85%	83%	85%

What: Timely review of applications for development projects and subdivision of property

Why: To provide timely, quality service that saves applicants time and money, adds value to tax rolls and local economy, and meets local and state laws.

How are we doing? Building Permits-Although the overall result for meeting the 20 day goal for single family dwelling is only 50% this fiscal year, we have consistently met this goal since February and expect to continue to meet it. Initial review times for the four "comparable counties" who responded to our inquiries ranged from 10 to 40 days.

Regarding "over the counter" permits, we continue to issue at least 28% of all building permits the same day that they are applied for.

Land Use Permits –The number of land use and subdivision applications processed annually has increased from 578 to 823. The average processing times to take all projects for action increased from 121 to 131 days and increased from 160 days to 192 days for projects that require Negative Declarations. The Department is continuing a re-engineering on the various processes and expects that this will allow us to improve on several of the land use permit time frames. However staffing vacancies in recent months are expected to result in lengthened processing time frames, until new staff is hired and becomes fully trained.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Average staff hours to complete projects	New Measure	New Measure	New Measure			
a. Application completeness review				6	6	5
b. Substandard Housing violation				6	4.5	4.5

What: This measure will provide a measure of the efficiency in processing of the initial steps in reviewing applications for land use/subdivision permits and for resolving substandard housing violations.

Why: To ensure that application reviews and housing violations reviews and inspections are handled efficiently and to be able to track improvements in efficiency following streamlining efforts.

How are we doing? We have staff estimates of "typical" times involved in processing applications review and substandard housing review and inspections. We do not currently have a means of easily tracking the "actual" application review processing times. We have begun a time-in-motion study that will allow us to track staff time for each substandard housing case. The use of improved time card recording/Tidemark system tracking capabilities will allow the department to better track and account for actual results. In addition, as a part of the departments Organizational Effectiveness study, the department will be undertaking review of the processes to identify opportunities to improve processing efficiencies. Additional efficiency measures will be identified as performance measures in the FY 05-06 budget.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of project decisions that are not appealed.	New Measure	95%	97%	95%	97%	95%

What: Demonstrates that projects are achieving the goals and vision of the community and client, in conformance with the adopted County General Plan.

Why: Enables the growth of the community though implementation of the goals, policies and objectives of the adopted County General Plan.

How are we doing? For fiscal year 2003-2004, 97% of the projects were not appealed, exceeding the FY03/04 adopted results. The Planning Commission, Subdivision Review Board, Airport Land Use Commission and the Administrative Hearing Officer made 580 project decisions and 16 of those were appealed. For fiscal year 2002-2003, 597 project decisions were made and 19 of those were appealed, producing an actual result of 97%.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percent of inspection evaluations resulting in a rating of "excellent" for compliance with applicable codes, regulations, and ordinances on construction projects.	New Measure	83%	80%	90%	100%	90%

What: Follow-up evaluations of construction projects are conducted after key inspections to rate the quality of inspections by County Building Inspectors, and to provide feedback to inspectors that fosters continuous improvement in the inspection process.

Why: To enhance public health and safety by ensuring that buildings comply with development regulations, and to minimize the financial impact on owners and builders by ensuring that inspection services are timely, accurate, and consistent.

How are we doing? The evaluation results continue to be used as the basis for both individual and group training on code and ordinance topics in which improvement was needed.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Average number of inspection stops to be completed by each inspector per eight-hour workday. (Note: one inspection stop" consists of one to four inspections.)	New Measure	10	11	10	12	10

What: Inspectors should perform at least ten inspections stops per inspector per eight-hour day while providing permit-holders with timely, accurate and responsive inspection services.

Why: To ensure that owners and builders get excellent value in the inspection services they pay for with permit fees, while maintaining a quality level which ensures that buildings are built safely and with minimal financial impact on owners and builders.

How are we doing? With an average of 11.7 inspection stops and ninety miles of driving per day, the building inspectors have significantly exceeded their efficiency goals this fiscal year. As a result, during the FY 03-04, we will have completed over 26,000 inspection stops requested by our customers on a "next-day" basis, which in turn provides them with a high level of reliability and thus helps them to effectively manage their projects. This efficiency level is comparable to other counties in number of inspection stops per day: 7-12 for Santa Barbara, 10-12 for Placer and 10 for Kern. (Note: A lesser number of stops are performed when inspectors are assigned other work such as investigation of building code violations.) We have kept 10 stops/day as our goal because exceeding that number limits inspectors ability to complete other tasks and may cause them to rush their inspections, resulting in minor inspection oversights or errors.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Percentage of Code Enforcement Cases opened proactively in communities with active Neighborhood Preservation (NP) Programs.	54%	62%	59%	65%	80%	65%

What: Proactive enforcement is an indicator of the effectiveness of an NP Program. It shows whether there is community acceptance of this type of enforcement and the willingness to participate in the program as a whole.

Why: Proactive enforcement allows for quicker identification and resolution of neighborhood nuisances. However, unless a full NP Program is operating effectively, communities will not accept this type of enforcement. Instead of relying only on citizen-filed complaints, staff initiating cases in program communities will bring about a goal of NP, lowering the tolerance for code violations, while promoting the overall goal of clean, safe neighborhoods.

How are we doing? This fiscal year, we did our third clean up of Nipomo encompassing the South West section and are now doing proactive enforcement in all urban communities including California Valley and the Jardine/Whittley areas. As part of the NP programs, we are doing public outreach through brochures and website information, as well as meeting with real estate, professional and service group organizations in order to help advertise code enforcement as an information resource. The results have been very positive. Our calls for service have reduced from 480 in FY 02/03 to 39[illegible] this FY, while our actual caseload has increased by 30%. This indicates that our proactive effort is resulting in less need for the public to report violations. We are anticipating that this will eventually result in fewer violations, as people become better educated to the benefit of maintaining clean and orderly communities that meet regulations.

Department Goal: Promote economic development and affordable housing opportunities countywide pursuant to the Economic and Housing Elements of the County General Plan.

Communitywide Result Link: A Prosperous Community; A Livable Community

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Number of new affordable housing units sold or rented to low-income families.	67 housing units	54 housing units	0 housing units	129 housing units	141 housing units	285 housing units

What: Affordable housing units resulting from permit requirements and incentives, including state, federal funds and local funds to maximize the number of affordable housing units provided for low and moderate-income families.

Why: Affordable housing enhances the health of families and improves the stability of communities and the local workforce.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04/05 Target
Grant funds spent each year from state, federal, and local sources for programs supporting affordable housing and economic development.	$3 million	$4.5 million	$4.6 million	$5.5 million	$5.7 million	$5.5 million

What: Revenue generated from grant programs.

Why: Bringing outside funds into the county makes locally needed programs less dependent on local funding and they stimulate the economy.

How are we doing? We spent $5.7 million, or $200,000 more than target, as more housing units were completed this fiscal year.

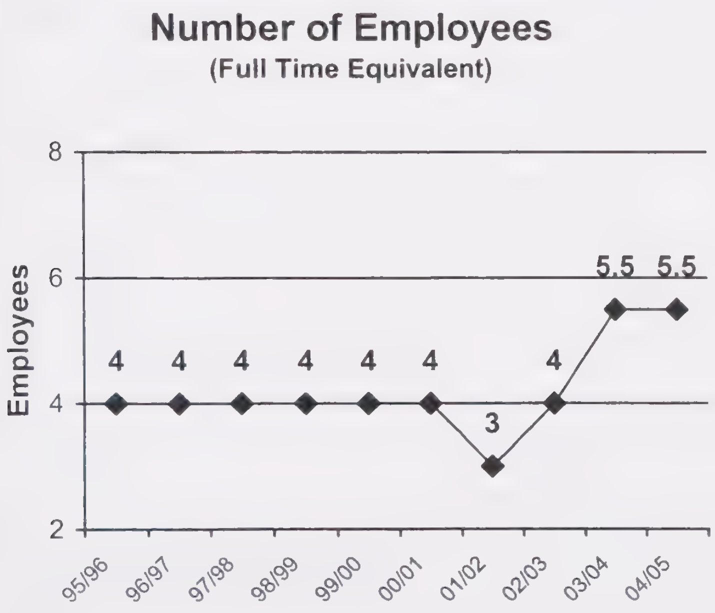
MISSION STATEMENT

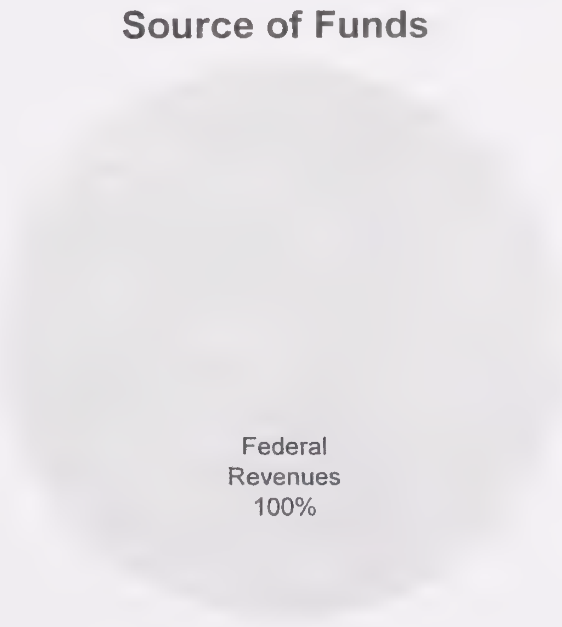
The mission of Community Development is to enhance the quality of life for San Luis Obispo County through programs to provide affordable housing, economic development opportunities, and public improvements to benefit the communities that we serve.

PURPOSE STATEMENT

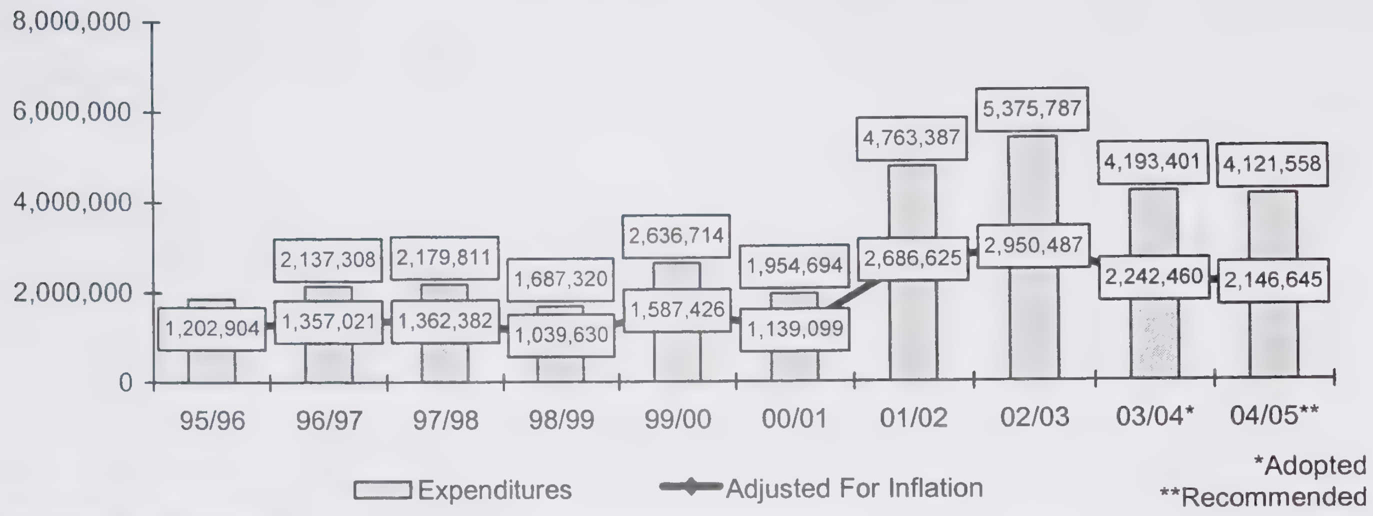
The purpose of this budget unit is to account for County housing, economic development, public facilities, and public services programs funded by the federal Community Development Block Grant (CDBG) funds, HOME Investment Partnerships Act (HOME) funds, Emergency Shelter Grant (ESG) funds and Supportive Housing Program (SHP) funds. The goal of this program is to promote a healthy, stable economy and a full range of housing opportunities for all residents of San Luis Obispo County

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	356,550	437,088	400,000	400,000	400,000
Other Charges	5,019,237	5,359,104	3,721,558	3,721,558	3,721,558
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 5,375,787	$ 5,796,192	$ 4,121,558	$ 4,121,558	$ 4,121,558
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 18
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 5,375,787	$ 5,796,192	$ 4,121,558	$ 4,121,558	$ 4,121,576
Revenues	$ 5,321,850	$ 5,796,191	$ 4,121,558	$ 4,121,558	$ 4,121,558
Fund Balance Available	28,956	18	0	0	18
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 5,350,806	$ 5,796,209	$ 4,121,558	$ 4,121,558	$ 4,121,576


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM

Note: Staffing for these programs is provided within budget unit 2800, the Planning and Building Department.

Federal Department of Housing and Urban Development (HUD) Funded Community Development Block Grants (CDBG)

Provides funding for a variety of community development activities provided they 1) benefit low and moderate income persons, 2) aid in the prevention of slums or blight, or 3) meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

Total Expenditures: $2,526,000 Total Staffing (FTE): 3.50

Home Investment Partnership Act (HOME) Funds

Provides for a variety of affordable housing opportunities for low-income persons such as mortgage and rent assistance.

Total Expenditures: $1,501,000 Total Staffing (FTE): 1.50

Federal Emergency Shelter Grants (ESG)

Provides funding for operations of one or more shelters, homeless day center, and domestic violence shelters.

Total Expenditures: $94,558 Total Staffing (FTE): .50

DEPARTMENT COMMENTS

Goals for FY 04/05 Budget and Examples of Results

Goal: Promote a healthy, stable economy, and a full range of housing opportunities for all residents of San Luis Obispo County.

Results: Pending housing developments are expected to result in the completion of 285 new affordable housing units for low and very low-income households during the 2004-05 fiscal year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended funding for the Community Development Programs reflects a full accounting of Federal funds received and transferred to participating cities, in compliance with the General Accounting Standards Board rules. Participating cities include: Arroyo Grande, Atascadero, Grover Beach, Paso Robles, and San Luis Obispo. There is no General Fund support of this budget unit.

Overall, funding and expenses have decreased slightly, by approximately $71,800, compared to the FY 03-04 adopted budget. Grant funds will be allocated as follows:

- $1,597,562 will be granted to the participating cities noted above, using a formula developed by the Federal Housing and Urban Development Department.
- A total of $2,123,996 will be available for distribution during FY 04/05 to various agencies in the county that implement projects under this program.
- $400,000 will be allocated to Budget Unit 2800, Planning and Building, to support staff costs associated with implementing projects funded under this program as well as implementation of the Housing Element of the General Plan. (Note; staff costs are reflected in Budget Unit 2800.)

BOARD ADOPTED CHANGES

None.

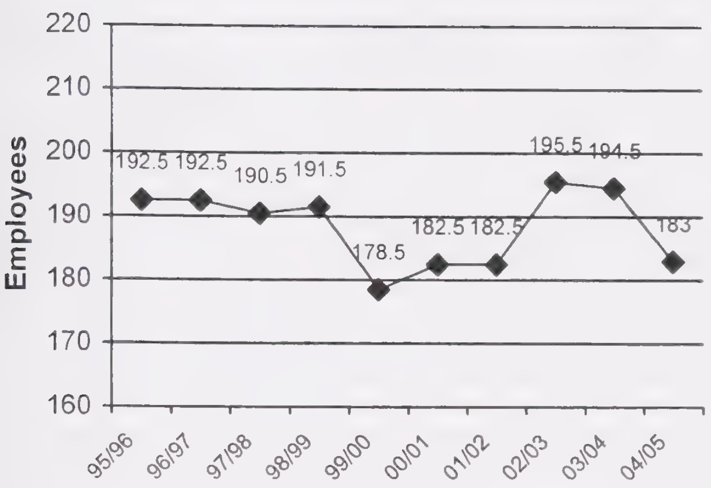
MISSION STATEMENT

Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community public.

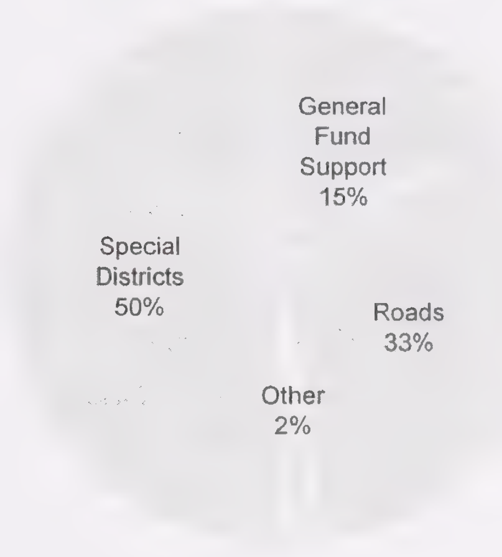
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Special District	30,907,662	21,051,219	32,506,798	32,671,798
Roads	18,958,999	2,496,133	21,118,926	20,698,377
General Fund Contribution	2,161,001	1,508,929	6,183,810	6,192,810
Other	0	0	1,162,560	1,228,296
Other Operating Revenue	0	0	0	0
TOTAL OPERATING REVENUES	52,027,662	25,056,281	60,972,094	60,791,281
NONOPERATING REVENUES				
Interest	125,374	72,946	150,000	150,000
Gain on Sale of Asset	60,165	41,714	0	0
Other	52,898	55,064	0	0
TOTAL NONOPERATING REVENUES	238,437	169,724	150,000	150,000
TOTAL REVENUES	52,266,099	25,226,005	61,122,094	60,941,281
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	13,514,680	14,707,712	15,971,090	15,971,090
Services and Supplies	37,003,100	31,219,653	45,498,027	41,821,603
Insurance Benefit Payment	97,981	253,647	624,536	624,536
Depreciation	622,264	646,116	676,128	676,128
Countywide Overhead Allocation	1,248,285	1,179,987	1,563,618	1,563,618
Fixed Assets of Special Districts	179,085	0	134,306	134,306
TOTAL OPERATING EXPENSES	52,665,395	48,007,115	64,467,705	60,791,281
NONOPERATING EXPENSES				
Loss on Sale of Assets	0	0	0	0
Other	0	0	0	0
TOTAL NONOPERATING EXPENSES	0	0	0	0
TOTAL EXPENSES	52,665,395	48,007,115	64,467,705	60,791,281
NET INCOME (LOSS)	(399,296)	(22,781,110)	(3,345,611)	150,000
OTHER FINANCING SOURCES (USES):				
Contributions in (Out)	0	0	0	0
	0	0	0	0
FIXED ASSET EXPENDITURES				
Equipment	1,200,055	636,926	297,800	312,800
TOTAL FIXED ASSET EXPENDITURES	1,200,055	636,926	297,800	312,800

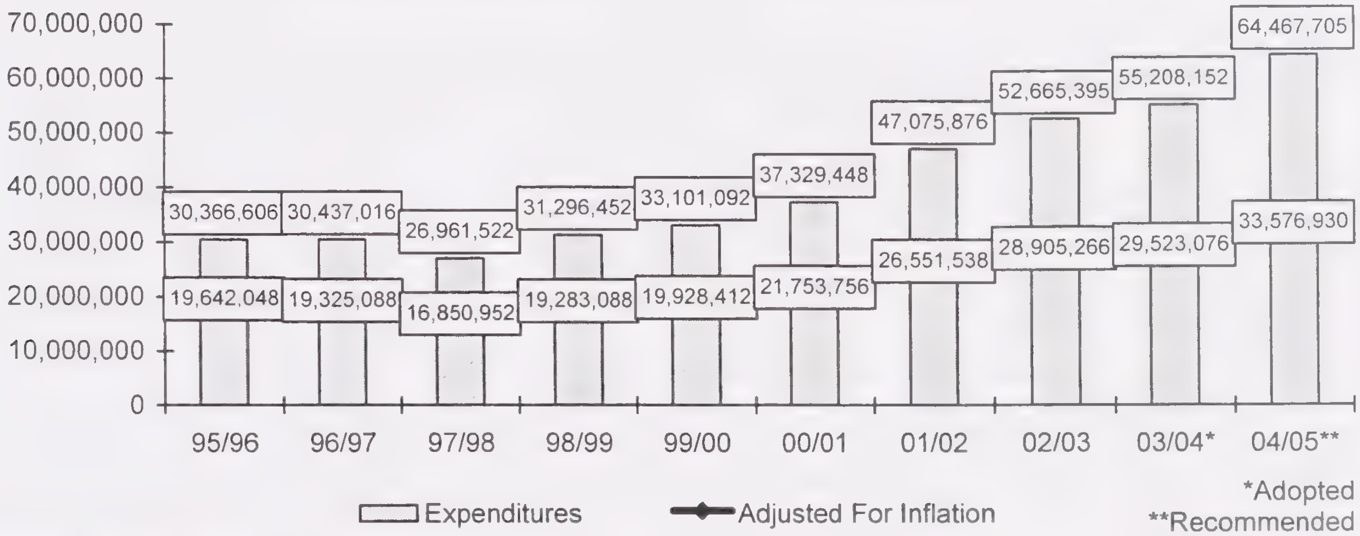
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Development Services

To provide engineering and surveying review of land development as mandated by State law and County ordinance and as required for the orderly implementation of land development within the county.

Total Expenditures: $1,476,439 Total Staffing (FTE): 10.15

Operations Center - Water and Sewer

To provide water and sewer service to various county departments and other governmental agencies in and around the Kansas Avenue area.

Total Expenditures: $705,513 Total Staffing (FTE): 0.47

Roads

To administer roads programs in compliance with the Streets and Highways Code, the Motor Vehicle Code and County Ordinances, and to keep in good and safe repair the county's roads, culverts, bridges and traffic signs. Also, to increase traffic safety and control right-of-way encroachments.

Total Expenditures: $25,007,377 Total Staffing (FTE): 94

Services to Special Districts

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide gas and electric franchise administration.

Total Expenditures: $343,377 Total Staffing (FTE): 2.16

Special Districts

Operations, maintenance, capital projects and debt service of all public works related Board-governed special districts in the county.

Total Expenditures: $32,518,490 Total Staffing (FTE): 72.5

Waste Management Programs

To perform the administration and implementation of certain unincorporated area solid waste management activities, including compliance with state mandates such as the Integrated Waste Management Plan, post-closure compliance orders regarding the Los Osos landfill, and Board of Supervisors policies regarding County solid waste issues.

Total Expenditures: $586,777 Total Staffing (FTE): 2.72

Work for Outside Departments

To provide water and sewer system maintenance at the San Luis Obispo County Airport for the Department of General Services; and provide various other engineering services to other county departments and governmental agencies.

Total Expenditures: $153,308 Total Staffing (FTE): 1.0

DEPARTMENT COMMENTS

The Public Works Internal Service Fund includes all the Department's labor, equipment, material, and contract services that are incurred on behalf of the Service Delivery budgets managed by Public Works. In addition, it includes services that are provided to other Departments, agencies, organizations and private individuals on a cost-reimbursement basis. The following are the Service Delivery Budgets managed by the Department:

- Roads (Budget Unit 2920)
- Road Impact Fees (Budget Unit 2141)
- Public Works Special Services (Budget Unit 2245) which is the consolidation of the following three budgets:
    - Operations Center (Budget Unit 2246)
    - Development Services (Budget Unit 2247)
    - Services to Special Districts (Budget Unit 2248)
- Waste Management (Budget Unit 2945)
- Special Districts, including the San Luis Obispo County Flood Control and Water Conservation District

During Fiscal Year 2003-04, some of the Department's major undertakings have included the implementation of new capital projects management strategies to improve the timeliness and cost effectiveness of capital project delivery. The creation of an Environmental Division within the Department to facilitate our efforts in obtaining permits from Environmental Resource Agencies is one of the cornerstones to the new strategies.

In addition to Capital Project management efforts, the Department has been directly involved with the selection and implementation of the County's new EFS project. The Department sat on the Selection Subcommittee and Selection Steering Committee. In addition, the Department has reassigned two key staff members to assist with the implementation of this extremely important project.

FY 2004-05 will continue with the challenges that have surfaced over the past couple of years. The Governor's proposed State Budget cuts will have their impact, including funding available for important road and bridge projects. Although State funding has always been a relatively small portion of the Department's budget, those impacts are having a greater influence on specific projects and Roads maintenance activities. As the State continues to grapple with fiscal challenges we will continue to take steps to address issues, such as recent modification of the County's policies on Road impact fees, which have existed for over a decade, to minimize the impact of the State's cuts. The Department continues to have a multi-year outlook on funding and services, and will continue to make program recommendation based on funding in an attempt to provide services at as consistent a level as possible.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

As the Internal Services Fund (ISF), this budget reflects appropriation amounts included in other budget units for Public Works services. Charges for services, as well as General Fund contributions, represent sources of revenue for the ISF. Recommended appropriations for those budgets, along with summaries of each program that purchase services from the ISF, are indicated in the Service Program Summary. The recommended ISF budget reflects a General Fund contribution of over $6 million. The recommendation includes the elimination of 11.5 full-time equivalent (FTE) positions including:

- One Franchise Technician
- One Water System Worker
- Six Public Service Workers, and
- Seven half-time Bus Drivers (or 3.5 FTE)

The positions listed above are vacant, and are recommended to be eliminated given a decline in revenues required to support them. The Department is presently investigating the contracting out of bus driving services. Should this prove to be a viable option, the remaining two FTE transit positions will be recommended for elimination.

Operating expenses are estimated to increase by more than $5 million. The department is experiencing substantial increases in the cost of doing business, including approximately $1.8 million (13%) in prevailing wage increases including an estimated $500,000 increase in workers compensation insurance, more than $318,000 (26%) increase in countywide overhead, approximately $371,000 (146%) increase in liability insurance, and increases in the costs of oil-based products used for roads projects.

Recommended revenues of over $60 million match expenditures. Over half of the revenue is from Special Districts, while Roads revenue of approximately $21 million and a General Fund contribution of over $6 million make up most of the remaining revenue.

BOARD ADOPTED CHANGES

The Board adopted a revision to the Fixed Assets that was proposed in the Supplemental Document to the Proposed budget. This revision will add replacement of outdated survey equipment, at an estimated cost of $15,000, to the Fixed Asset list for this budget unit, and will increase the estimate for Fixed Assets on the Schedule 10 from $297,800 to $312,800.

In addition, the Board adopted the revised listing of "All Major Projects" submitted by the Public Works Department in the Supplemental Document. The estimates for funding requirements for some projects were revised to reflect updated project information from the Special Districts, and the removal of projects completed ahead of schedule. This results in an increase in new funding for capital projects from approximately $11.5 million to almost $14.9 million.

Finally, the Board agreed to fund the Arroyo Grande Creek Watershed Assessment and Flooding Alternatives Analysis at a cost of $150,000. San Luis Obispo County Flood Control and Water Conservation District reserves will be used to fund this study.

GOALS/PERFORMANCE MEASURES

Additional Goals and Performance Measures for 2004-2005 can be found in the following Budget Units: Roads (Budget Unit 2920), Public Works Special Services (Budget Unit 2245), and Waste Management (Budget Unit 2945).

Department Goal: Deliver Capital Projects on time and on budget.

Community-wide Result Link: A safe community, A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Capital Projects that are completed on time.	New Measure	New Measure	New Measure	75%	58%	75%

What: This measures the percentage of Public Works Capital Project phases actually completed compared to the phase estimated to be complete as stated in each year's budget.

Why: To determine the timeliness of capital project completion which enhances public health and safety by correcting potentially dangerous problems identified in the need for each project.

How are we doing? This measure was established in Fiscal Year 03/04. With the Board's approval of the 02/03 budget, the Department's need for Capital Project staffing was enhanced in support of new strategies to face increased project workload as well as environmental and other regulatory requirements. The target for this measure was set before the department had data to use as a basis for targets. Actual data shows now shows results for 03/04 to be lower than targeted. However, the 04/05 target will remain the same (75%) and the department expects to improve upon this in subsequent years as a result of ongoing process improvement efforts for estimating, tracking, and project scheduling.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Capital Projects that are completed at or under budget.	New Measure	New Measure	New Measure	75%	89%	75%

What: This measures the percentage of Public Works Capital Projects where actual costs are at or under the budget for the particular project phase approved by the Board of Supervisors in a given fiscal year.

Why: To determine how accurately project costs are estimated so that funds are allocated and projects are prioritized properly.

How are we doing? This measure was established in Fiscal Year 03/04. With the Board's approval of the 02/03 budget, the Department's need for Capital Project staffing was enhanced in support of new strategies to face increased project workload as well as environmental and other regulatory requirements. Actual results exceeded the target. The current financial system is inadequate for tracking project costs by phases; therefore, results were obtained from a project by project analysis. With the implementation of the new financial system during 04/05, the accuracy of this measure will improve.

Project No.	Project Description	Est Phase Completed at 6/30/05	Funding Requirements for 04/05	Previous Years Balance to be Encumbered	New funding to be Appropriated 04/05
ROADS					
New Road Construction					
P12A153	Willow Rd Extension	ENV DOC	454,764	330,420	124,344
P12A158	Prefumo Road Paving	CONST	250,000	0	250,000
P12A184	Southland On-Ramp	PE	211,226	211,226	0
P12A189	Willow Road Interchange	ENV DOC	350,082	350,082	0
P12A197	Cypress Mtn.	ENV DOC	14,500	0	14,500
P12A199	Mary Ave. Extension	PE	41,291	-2,609	43,900
P12A202	Tefft Street & Hwy 101 Ramp Relocation	PE	64,950	0	64,950
Total New Road Construction			1,386,813	889,119	497,694
Road Reconstruction					
P12A171	Doris Ave., Los Osos	UTILITY COORD	159,269	159,269	0
P12A172	Halcyon Rd Phase 1	DES	635,458	635,458	0
P12A173	Tefft St. from Oakglen to Thompson Ave.		233,118	233,118	0
P12A175	Vineyard Dr from Bennet Way to Main St	DES	1,170,050	856,660	313,390
P12A177	Santa Ysabel Ave., So. Bay 2o 2nd, LO	CONST	292,315	206,615	85,700
P12A178	Price Canyon Road Widening	PE	928,296	463,156	465,140
P12A182	Las Tablas Interchange - Interim Imp.	CONST	1,599,005	32,335	1,566,670
P12A183	Las Tablas Interchange	PARTIAL PE	0	0	0
P12A194	Los Berros - Stanton to Pomeroy	DES	419,374	0	419,374
P12A201	Halcyon/Rte 1 Phase 2	ENV DOC	717,049	717,049	0
P12A203	Sandydale Road Pavement Improvement	CONST	181,213	181,213	0
P12A208	Tank Farm - Santa Fe LTL	ENV DOC	946,307	215,227	731,080
P12A211	Bennett Way / Boneso	DES	25,000	0	25,000
P12A244	Pomeroy Rd. & Juniper St. Left Turn Lane	DES	72,000	0	72,000
P12A246	LOVR 3-Laning Bush to Doris	ENV PER	75,430	75,430	0
P12A249	Nacimiento Lake Drive Widening	CONST	273,954	273,954	0
P12A272	Main St-Burton to Cambria Dr		1,239,565	1,239,565	0
P12A291	Vachell Lane Widening		119,000	119,000	0
P12A297	Nacimiento Lake Drive Widening		315,800	315,800	0
Total Road Reconstruction			9,402,203	5,723,849	3,678,354
New Road Lights, Traffic Signals					
P12A342	Cambria Drive/Route 1 Signal	AD-15	393,520	232,520	161,000
P12A345	LOVR/Palisades Signal	ENV PER	251,406	251,406	0
P12A344	Signal - El Morro		38,508	38,508	0
P12A351	Tank Farm Flashing Beacon		20,054	20,054	0
P12A352	Olde Towne Nip Vintage Lt.		43,382	43,382	0
Total New Road Lights, Traffic Signals			746,870	585,870	161,000
Drainage Improvements					
P12A810	Oceano Drainage Improvements	AD-15	244,461	-2,149	246,610
Total Drainage Improvements			244,461	-2,149	246,610
Pedestrian Ways & Bike Paths					
P12A428	El Morro Ave Bike Lane	CONST	222,546	208,846	13,700
P12A441	Tefft-Orchard Sidewalk		12,305	12,305	0
P12A442	Safe Routes to Schools	CONST	300,503	300,503	0
Total Pedestrian Ways & Bike Paths			535,354	521,654	13,700
Bridges					
P12A204	Las Pilitas Rd Br	ENV DOC	2,192,891	292,891	1,900,000
P12A214	San Simeon Ck Br, 3.6 Mi E of Hwy	DES	470,995	405,995	65,000
P12A222	San Simeon Ck Br, 2.6 Mi E of Hwy	DES	458,552	393,552	65,000
P12A301	Moonstone Beach Dr Bridge	PARTIAL DES	737,436	737,436	0
P12A331	Picachio Rd Bridge	PARTIAL DES	389,209	389,209	0
P12A701	Main Street Br @ Santa Rosa Ck	PARTIAL DES	616,603	616,603	0
P12A702	San Luis Bay Dr. Br Widening	DES	4,213,438	379,169	3,834,269
P12A703	Turri Road Bridge	ENV DOC	551,006	-18,994	570,000
P12A704	Price Canyon Road Bridge		92,793	92,793	0
P12A705	River Rd Bridge Replacement	CONST	5,775,692	5,775,692	0
P12A709	Price Canyon Road		152,671	152,671	0
P12A710	Santa Fe Road Realignment	PE	0	0	0
Total Bridges			15,651,286	9,217,017	6,434,269
A/C Overlay					
P12A608	A/C Overlay 03/04	CONST	546,219	546,219	0
Total A/C Overlay			546,219	546,219	0
TOTAL ROADS			28,513,206	17,481,579	11,031,627

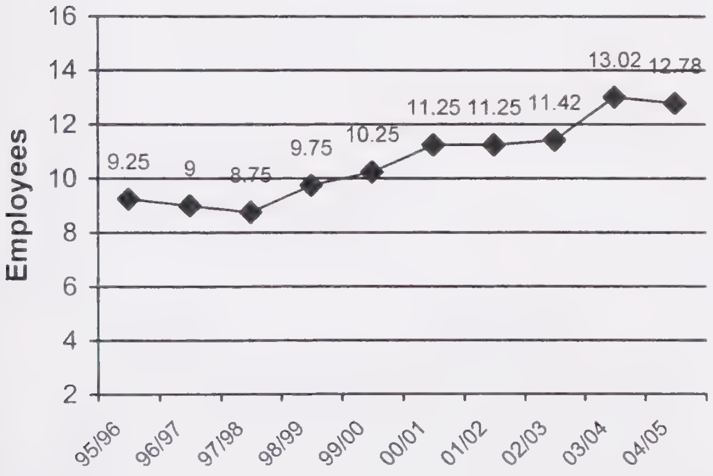
SPECIAL DISTRICTS					
Salinas Dam (0645)					
P155131	Trout Creek Pipeline	AD-15	163,115	0	163,115
Total Salinas Dam			163,115	0	163,115
State Water Project (0648)					
P160009	CMC Water Facility Improv	CONST	383,057	383,057	0
Total State Water Project			383,057	383,057	0
Nacimiento Water Project (0649)					
	Water Project	PE	1,036,830	0	1,036,830
Total Nacimiento Water Project			1,036,830	0	1,036,830
Flood Control Zone 3 (0654)					
P230271	WTP Domes Tank Ext Coating	AD-15	101,874	101,874	0
P235686	Pigging	PE	235,000	0	235,000
	Pismo Oaks Flow Control Loop		5,683	5,683	0
Total Flood Control Zone 3			342,557	107,557	235,000
Water Treatment Plant Upgrade (0658)					
P238XXX	WTP Upgrade	DES	20,157,824	18,552,779	1,605,045
Total Water Treatment Plant Upgrade			20,157,824	18,552,779	1,605,045
Cambria Flood Control Area (0954)					
P143XXX	Cambria Flood Control Project	AD-15	1,520,161	1,289,390	230,771
Total Cambria Flood Control Area			1,520,161	1,289,390	230,771
County Service Area 7-A (0742)					
P680232	Disposal Area Expansion	DES	75,000	75,000	0
P680236	Upgrade Lift Station #3	AD-15	291,511	88,511	203,000
P680241	Preliminary Engineering		48,713	48,713	0
Total County Service Area 7-A			415,224	212,224	203,000
County Service Area 10 WTF (0759)					
P790009	Carbon Absorption Unit	CONST	312,547	135,633	176,914
Total County Service Area 10 WTF			312,547	135,633	176,914
County Service Area 10-A (0675)					
P380165	Tank Exterior Repair & Recoat	AD-15	148,784	148,784	0
Total County Service Area 10-A			148,784	148,784	0
County Service Area 16 - Water (0789)					
P850170	Loop Water Main	DES	261,773	94,973	166,800
Total County Service Area 16 - Water			261,773	94,973	166,800
County Service Area 21					
P300094	Camborne Place Cooperative Road Project	CONST	120,000	120,000	0
P300095	Burton Drive Cooperative Road Project	CONST	150,000	150,000	0
Total County Service Area 21			270,000	270,000	0
TOTAL SPECIAL DISTRICTS			25,011,872	21,194,397	3,817,475
	TOTAL ROADS AND SPECIAL DISTRICTS		53,525,078	38,675,976	14,849,102

MISSION STATEMENT

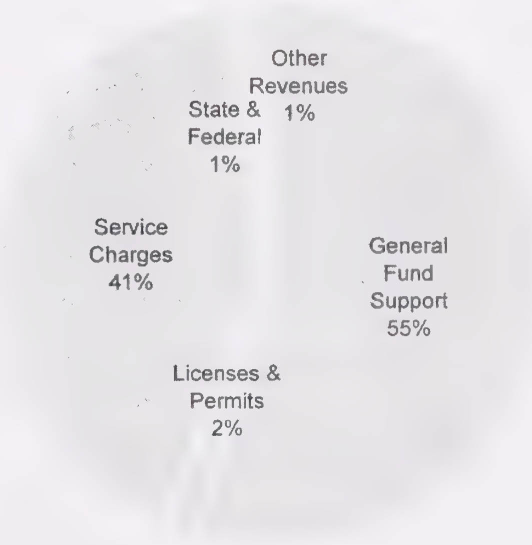
Provide public facilities and services that ensure the health and safety and enhance the quality of life for the community public.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	2,223,530	2,525,329	2,525,329	2,525,329
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 2,223,530	$ 2,525,329	$ 2,525,329	$ 2,525,329
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 2,223,530	$ 2,525,329	$ 2,525,329	$ 2,525,329
Revenues	0	1,184,360	1,162,560	1,162,560	1,162,560
General Fund Support (G.F.S.)	$ 0	$ 1,039,170	$ 1,362,769	$ 1,362,769	$ 1,362,769

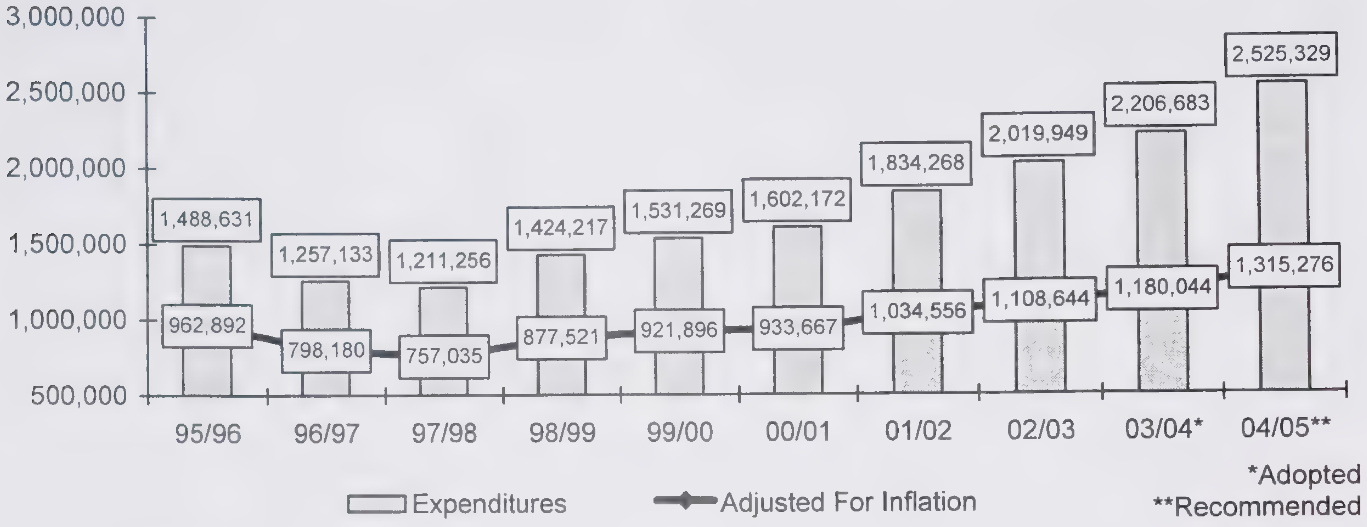
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Development Services

To provide engineering and surveying review of land development as mandated by State law and County ordinance and as required for the orderly implementation of land development within the county.

Total Expenditures: $1,476,439 Total Staffing (FTE): 10.15

Operations Center - Water and Sewer

To provide water and sewer service to various county departments and other governmental agencies in and around the Kansas Avenue area.

Total Expenditures: $705,513 Total Staffing (FTE): 0.47

Services to Special Districts

To provide fiscal, legal and engineering support to districts in the formation process; to perform general utility district planning, assessment apportionments, special studies and projects as directed by the Board of Supervisors; to acquire supplemental road-purpose equipment which is not fundable through Internal Service Fund financing methods; to provide administration of the County's cooperative road improvement program; to provide cable TV regulation and access activities; and to provide franchise administration.

Total Expenditures: $343,377 Total Staffing (FTE): 2.16

DEPARTMENT COMMENTS

The Public Works Special Services Unit (B.U. 2245) is managed by the Public Works Department. This unit consolidates three of the Department's General Fund supported service programs. The service programs of the Unit are treated as separate divisions Budget Unit #2246 – County Operations Center; Budget Unit #2247 Development Services; and Budget Unit #2248 – Services to Special Districts.

The cost of existing resources would increase Net County costs by $22,338, or 1.19% over the 2003-04 Board approved level.

Budget Unit #2246 – County Operations Center

The County Operations Center Water and wastewater systems are interconnected with the California Mens Colony (CMC), Camp San Luis, Cuesta College, the County Office of Education, El Chorro Regional Park and Dairy Creek Golf Course. Several legal agreements cover our relationships with the other agencies. State Water provides the County's supply and is also used in exchange for wastewater services, water storage, and emergency water from CMC.

The Operations Center continues to meet all local State and Federal requirements for safe drinking water. Continued funding at the level requested will ensure that the system will continue to meet those requirements in the future. Although the water system does not now meet fire flow requirements, the requested funding levels will ensure that a master plan and subsequent capital improvements can take place within the next 3 years, thereby bringing the system into compliance with fire flow requirements.

Historically, the wastewater system has experienced annual blockages of the collection system as well as infiltration of rainwater due to the age of the existing infrastructure. Continued funding at the requested levels has resulted in a more comprehensive maintenance program that has resulted in few system blockages, a trend that is expected to continue into the future. In addition, construction of a major collection system replacement project is being requested to begin in 2004-05. This project will significantly reduce the amount of rainwater infiltration into the collection system thereby reducing total flows to the CMC wastewater treatment facility.

In addition to normal and ongoing operations of the systems, staff has recently completed an agreement with the Office of Education to assist in their water supply needs by supplying 15 acre feet of State Water, which reduces costs to the County by approximately $15,000 per year. Significant budget reductions would impair the Department's ability to provide basic services to County Jail, the Sheriff's station, Office of Emergency Services and other vital County facilities. Reduction in existing resources will not be necessary to operate at the 2003-04 Board approved level of County financing.

Budget Unit #2247 – Development Services

The Development Services program continues to work closely with the Department of Planning and Building and the Planning Commission in the review and approval of land use development projects. The cost of existing resources would increase Net County costs less than 1% since fees have been approved to cover most of the inflationary costs. Net County Cost reductions in the Operations Center program will be applied to this program so that no overall increase in County funding will be needed. Two new engineering positions were approved in fiscal year 03-04, which has already improved the plan check efficiency of this division. First submittals of plans are processed almost 3 weeks faster and re-submittals 2 weeks faster than before. Existing staff resources will be shifted to improve service in the Permits area to address an expected increase in drainage/flood hazard review of building permits. In addition to engineering and surveying services on development projects, the program also provides preservation of land monuments that establish historical land division lines upon which later surveys are based. Reduction in existing resources will not be necessary to operate in 2004-05 at the existing 2003-04 Board approved level of County financing.

Budget Unit #2248 – Services to Special Districts

The Services to Special Districts service program – the Department is currently working with residents in Cambria who would like to expand utility under-grounding efforts, and several residential roads have been paved under the Cooperative road program – paid for by the property owners. The Department is also currently providing assistance with the funding of elections in several special districts. These include the formation elections of the Ground Squirrel Hollow and Cayucos Community Services Districts and the special tax election in County Service Area 9l. The Department recently conducted a hearing before the Board of Supervisors to discuss the current status of the Cable TV franchise renewal negotiations and is proceeding with the conclusion of this process based on the direction provided by the Board. If required to operate at the 2003-04 Board approved level of County financing, a franchise technician position that is currently vacant will be eliminated from the Department to provide cost savings to offset inflationary increases. This will minimally affect the speed with which the department processes the pending franchise transfers.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Public Works Special Services budget functions under the umbrella of the Public Works Department's Internal Service Fund. All staffing services and supplies and equipment necessary to perform the programs under Public Works Special Services are provided by the Internal Service Fund and charged back as services are performed. This budget unit was formed in FY 03-04 to consolidate three previously existing budget units: Operations Center, Development Services and Services to Special Districts.

The recommended budget for Public Works Special Services includes a 1% (or $18,954) increase in General Fund support compared to the adopted FY 03-04 budget, and provides adequate funding to cover inflationary increases and maintain existing resources. Overall, expenses will increase by more than 14% (or $318,000) largely due to inflationary costs in the Development Services division. Recommended revenues are expected to increase by 34% (or almost $300,000) primarily as a result of increased fees set to recover inflationary costs associated with delivering land use development review services.

The slight increase in General Fund support is funded through a shift in General Fund dollars from the Waste Management program to this budget unit, so that the recommended budgets for the Public Works department as a whole require about $5,500 less in General Fund support, as compared to FY 03-04.

The wastewater collection system replacement project requested under the Capital Projects process (noted in the department's comments, under County Operations Center, above) is not recommended for approval in this Fiscal Year given the budget constraints our County is facing.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain the water distribution and wastewater collections systems at the County Operations Center to provide safe drinking water, maintain adequate reserves for fire fighting and irrigation, protect public and environmental health, and ensure regulatory compliance.

Communitywide Result Link: A healthy community. A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of days per year that the water system is able to meet mandated water quality standards	100%	100%	100%	100%	100%	100%

What: This measures the percentage of time during the year that the water distribution system is able to meet State and Federal water quality standards.

Why: To assure that the water system provides safe drinking water.

How are we doing? All Federal, State and Local water quality standards are presently being met.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of wastewater collection system failures per year.	3	0	0	1	0	0

What: A count of all incidents of blockages, spills & unscheduled interruption in wastewater service.

Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.

How are we doing? We were successful in reducing the number of failures in the past year to zero. While the number of blockages is manageable, it comes at a cost. Crews must use a pressurized cleaning system 5-6 times a year (at a cost of $2,100 per use) to reduce incidents, especially near the Honor Farm and Juvenile Facility. Additionally there are areas where the sewer lines sag and need to be replaced. Design is at 90% completion for a critical project that is scheduled to be constructed when funding is secured.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of water system failures per year.	1	0	2	1	2	0

What: A count of all water system failures such as line breaks.

Why: The number of failures per year can be a reflection of the system integrity. Monitoring the location and frequency of failures will help to identify areas where additional resources may need to be focused in order to assure continued system integrity and to protect the environment.

How are we doing? We were successful in keeping the number of failures in the past year limited to two. With a system of this age and condition, continued maintenance and replacement projects are required to prevent future failures.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Ratio of water inflow and infiltration into the wastewater collection system.	5 to 7 times as much as the metered water usage.	5 to 7 times as much as the metered water usage.	5 to 7 times as much as the metered water usage.	3 to 4 times as much as the metered water usage.	2 to 3 times as much as the metered water usage	5 to 7 times as much as the metered water usage

What: The metered wastewater flow compared to the metered water usage.

Why: This is an indicator of the number of cracks, separated joints and root intrusion into the wastewater collection system. The inflow and infiltration needs to be reduced as it creates an unnecessary burden upon the wastewater treatment plant, results in extra charges for wastewater treatment and potentially increases the chance of raw sewage seeping into groundwater.

How are we doing? The ability to exceed the target in 03/04 is more a reflection of the limited rainfall over the past year rather than improvement in the collection system. The design of a capital project to construct a major sewer line replacement is now at 90%. Construction will begin when funding is secured. This project will improve the collection system and should provide real improvement to this performance measure.

Department Goal: Review and approve applications, maps and plans for new development projects in a timely manner to ensure compliance with regulatory requirements, enhance customer service, and protect the public's safety.

Communitywide Result Link: A safe community, A well-governed community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of Improvement Plan reviews per FTE.	New Measure	New Measure	New Measure	45	38	45

What: Total number of Improvement Plan reviews by Plan Check Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Plan Check Unit in reviewing Improvement Plans.

How are we doing? In FY 2003/04, two additional Engineer positions were added to the Development Services budget unit. We came fairly close to the targets that were estimated when this new Performance Measure was created a year ago. Initial training of new staff limited the ability to reach the target. We expect to be able to continue to improve efficiency in this area during 04/05.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of weeks to review improvement plans (i.e. construction plans for public improvements associated with development).	5 weeks	5.5 weeks 1st submittals 4.5 weeks Resubmittals	8.2 weeks 1st submittals 4.0 weeks Resubmittals	6.6 weeks 1st submittals 3 weeks Resubmittals	6.7 weeks 1st submittals 4.6 weeks Resubmittals	6.5 weeks 1st submittals 3.0 weeks Resubmittals

What: Average time from receipt of project's public improvement plans from engineers, until response.

Why: State law requires that improvement plans be acted upon within sixty working days (approximately 12 weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? In FY 2003/04, two additional Engineer positions were added to the Development Services budget unit. Due to time involved in recruiting and training new staff, actual results did not reach the target although improvement was made on first submittals. However, once fully staffed and trained, we should reach the target for 04/05.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of Survey Map reviews per FTE.	New Measure	New Measure	New Measure	335	405	460

What: Total number of Survey Map reviews by Surveying Unit divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of the Surveying Unit in reviewing Survey Maps.

How are we doing? In FY 2003/04, two additional Engineer positions were added to the Development Services budget unit. We exceeded the targets that were estimated when this new Performance Measure was created a year ago. For the 04/05 target, we expect to be able to continue to improve efficiency in this area.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of weeks to review survey maps (i.e. any land surveying map that falls under the professional land surveyor act such as records of survey, subdivision maps and corner records).	2.0 weeks	3.9 weeks	4.5 weeks	2.0 weeks	2.5 weeks	2.0 weeks

What: Average time from receipt of maps from engineers and surveyors, until response.

Why: State law requires that survey maps be acted upon within twenty working days (approximately 4 weeks) of submittal. This measures accomplishment of our goal of timely service.

How are we doing? In FY 2003/04, two additional Engineer positions were added to the Development Services budget unit. Due to time involved in recruiting and training new staff, actual results did not reach the target in 03/04 although significant improvement was made over the prior year. Once fully staffed and trained, we should reach the target for 04/05.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of local Engineering and Design firms that rate the services provided by Public Works as satisfactory or better.	New Measure	New Measure	N/A	75%	N/A	75%

What: Measures customer satisfaction with Development Services.

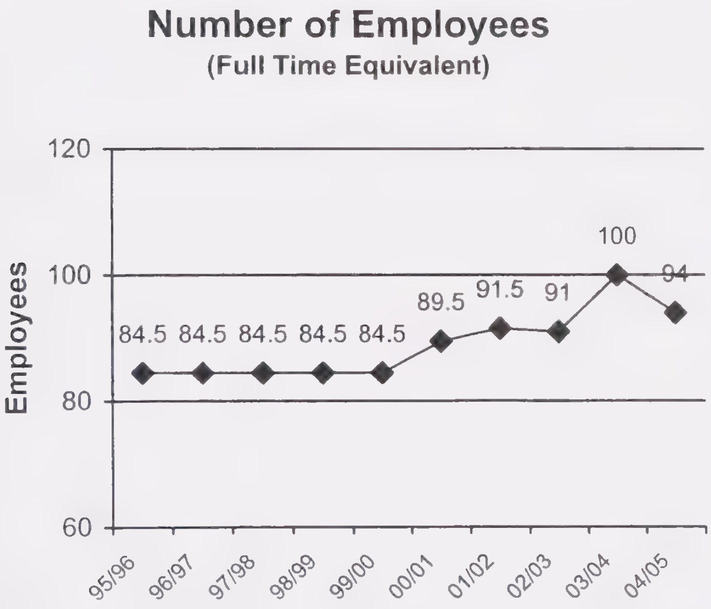
Why: Information derived from this survey will be used to improve services to customers.

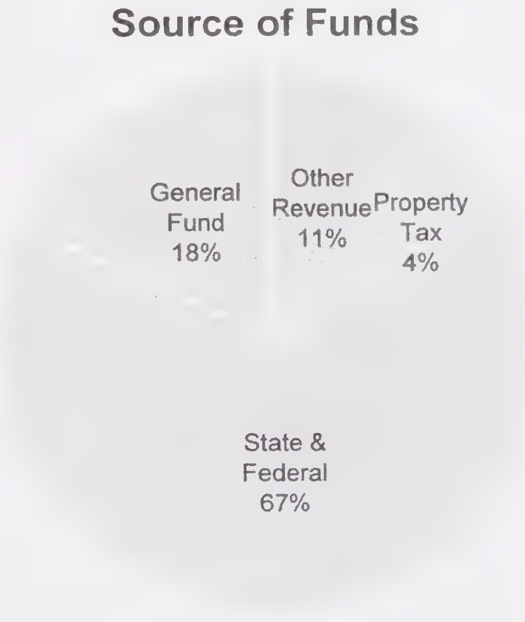
How are we doing? Survey was not conducted in FY 2003/04. Survey for 2004/05 will be conducted once the priority of hiring and training new staff is complete.

MISSION STATEMENT

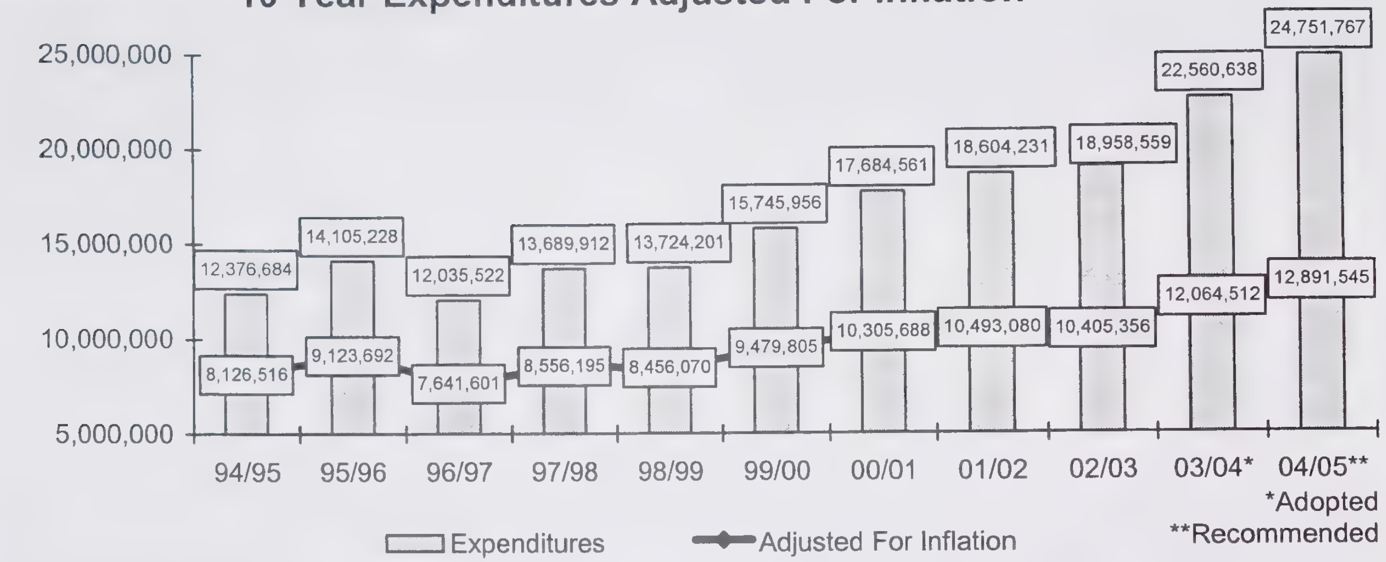
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

	2002-03	2003-04	2004-05	2004-05	2004-05
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	10,766,120	11,300,269	12,836,750	13,966,750	13,966,750
Other Charges	8,192,439	13,652,506	16,077,787	10,785,017	11,040,627
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 18,958,559	$ 24,952,775	$ 28,914,537	$ 24,751,767	$ 25,007,377
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	1,038,480	1,454,036	0	0	1,441,294
Total Financing Requirements	$ 19,997,039	$ 26,406,811	$ 28,914,537	$ 24,751,767	$ 26,448,671
Revenues	$ 19,207,976	$ 24,843,535	$ 28,108,914	$ 23,946,144	$ 24,192,754
Fund Balance Available	1,029,926	1,277,226	450,000	450,000	1,891,294
Cancelled Reserves	2,296,977	197,018	355,623	355,623	364,623
Total Financing Sources	$ 22,534,879	$ 26,317,779	$ 28,914,537	$ 24,751,767	$ 26,448,671





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAM DESCRIPTION

Roads Construction

Construct new, or make major improvements to, roads within the unincorporated area of the county.
Total Expenditures: $11,031,627 Total Staffing (FTE): 19.0

Roads Maintenance

Maintain, or make minor improvements to, existing county roads within the unincorporated area of the county.
Total Expenditures: $13,975,750 Total Staffing (FTE): 75.0

DEPARTMENT COMMENTS

The Roads Budget functions under the umbrella of the Public Works Department Internal Service Fund (ISF). All staffing, services, supplies, and most equipment necessary to maintain the Roads Budget are provided by the ISF and charged back to the Roads Budget as services performed. The expenditure programs are divided into two categories: Construction and Maintenance. Construction related activities include new roads, road reconstruction, new lights and signals, bridges, pedestrian ways and bike paths, drainage improvements, transportation planning, right of way, environmental, encroachment inspections, curb gutter and sidewalk design, and administration. Maintenance related activities include road crew work (county forces) and the pavement management program.

The following table summarizes the changes from last year's budget:

Description	Prior Year Budget	Proposed Budget	Dollar Change	Percent Change
APPROPRIATION				
Construction Program Costs:				
Road Construction	8,617,067	10,785,017	2,167,950	25.16%
County Reimbursements	950,339	1,264,050	313,711	33.01%
Transportation Planning and Other Programs	1,144,165	1,541,556	397,391	34.74%
Total Construction	**10,711,571**	**13,590,623**	**2,879,052**	**26.88%**
Maintenance Program Costs:				
Pavement Management	4,000,000	0	(4,000,000)	(100%)
County Forces	7,849,067	11,161,144	3,312,077	42.20%
Total Maintenance	**11,849,067**	**11,161,144**	**(687,923)**	**(5.81%)**
Total Uses	**22,560,638**	**24,751,767**	**2,191,129**	**9.72%**
FUNDING				
Construction Funding	7,330,901	8,854,610	1,523,709	20.79%
Program Specific Revenues	35,000	1,090,225	1,055,225	31.15%
Discretionary Revenues	9,557,511	9,701,309	143,798	1.51%
Reserves	1,337,226	805,623	531,603	39.76%
General Fund	4,300,000	4,300,000	0	0%
Total Funding	**22,560,638**	**24,751,767**	**2,191,129**	**9.72%**

Appropriation

The overall 2004-05 Road Budget request is 9.72% more than the adopted 2003-04 budget. The request includes provisions for COLA's on labor, equipment usage and vendor costs. Resources are being shifted to the county forces maintenance program from the pavement management program. This program is being eliminated in 04/05 to provide savings to offset significant cost increases relating to worker's compensation, liability insurance, countywide overhead, and other inflationary increases. A reduction of effort in this area will reduce the overall pavement condition rating below the current rating of 65, compared to the Board adopted target level of 70. In order to develop a fundable budget for 04/05, the depreciation component of equipment rental charges of approximately $500,000 is being deferred. The impacts on the pavement management and the equipment replacement programs in 04/05 are short-term unavoidable impacts due to the continued deterioration of discretionary revenues. As a result, the Department intends to present a comprehensive evaluation of Roads programs to the Board during the year, once mid-to-long term funding scenarios from the State and Federal governments are better known, to then establish policies for achieving long term balance among the Roads programs within future funding scenarios.

Funding

The FY 04-05 funding requests the same level of General Fund support as approved for the past two years. The program-specific revenue represents the State Transportation Improvement Program funding. Although this is significantly increasing next year, this represents reallocations of FY 02/03 amounts. This funding source is anticipated to be eliminated for the foreseeable future. The request assumes the receipt of Federal Transportation Efficiency Act (TEA) revenues. If these revenues do not materialize, further cuts in programs may be necessary.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Road Fund is a special revenue fund that is primarily supported by non-General fund revenues such as Road Impact Fees, State Highway Users Tax, Federal Transportation Efficiency Act funds and Transportation Development Act (SB 325) funds. Some of these revenues are associated with specific projects while others may be used for any road-related expenditure. Over the past few years, the General Fund has contributed $4.3 million to Roads. The department has used this contribution to fund the Pavement Management Program, which restores existing roads to extend their useful life and reduces deferred maintenance costs in the long-term. The recommended budget for Roads in FY 04-05 continues this same level of General Fund support, however the use of this money will change as described below.

Costs for staffing, insurance, materials, vendors and countywide overhead have increased significantly for Public Works at the same time that State revenues have significantly declined. This situation will require a comprehensive review of the strategy for Roads with the Board in the coming year, once future State and Federal funding streams are more predictable. Until that time, an interim short-term strategy is recommended that would temporarily defer the Pavement Management Program, yet maintain most of the staffing and equipment infrastructure that has been developed until more is known about resources that will be needed in future years. The recommended budget reflects a reduction in staff of 6.0 full-time equivalent Public Service Workers due to the reduction in revenues. All of there positions are currently vacant.

More than $3 million in General fund resources once used for the Pavement Management Program would shift to the County Forces account, which includes the labor associated with Roads maintenance plus material costs. County Roads staff will complete maintenance and repair projects (such as striping and signage, patching of roads, weed control and clearing of roadside brush) that the department would have hired contractors to complete, at a higher cost.

Overall expenditures in the Roads budget are increasing 12% (or $2,191,129) primarily due to increases in the construction program and the mix of projects proposed. Other cost increases include: $920,000 increase due to prevailing wage and workers compensation increases, $182,220 (or 177%) increase in liability insurance, $124,331 increase in countywide overhead, and approximately $300,000 increase in curb and gutter engineering costs due to policy changes and increased difficulty of projects.

Revenues are increasing by 9.7% or almost $1.66 million (excluding reserves). A large portion of this revenue is state and federal funds associated with construction projects. Approximately $1.09 million in State Transportation Improvement funds (STIP) revenue is budgeted in FY 04-5, however this revenue is from 2002 allocations and no additional STIP revenue is anticipated in the foreseeable future, given the state budget crisis. Federal Transportation Efficiency Act revenues are also budgeted comparatively high because both the FY 03-04 allocation and the FY 04-05 allocations ($578,000 each year) are expected to be received in the coming year. It should be noted that the department did not budget $900,000 in Traffic Congestion Relief funds, an important revenue source that has been eliminated due to the State's budget situation.

BOARD ADOPTED CHANGES

The Board adopted an increase in the appropriations and revenues of $246,610. Public Works had requested this increase in the Supplemental Document to the Proposed Budget to add a new capital project involving drainage enhancements to County maintained roads in the Oceano area. The Urban State Highway Account Program will fund this additional $246,610 in expenditures. This new project was included in the revised listing of "All Major Projects", also adopted by the Board. This listing can be found in the Public Works Internal Service Fund – Budget Unit 2900.

Note: The Road Fund ended FY 2003/04 with a Fund Balance Available (FBA) of $1,441,294. This amount was much higher than the $450,000 FBA expected, primarily due to delays in completing Earthquake Damage projects. Since this work is part of the Maintenance program, the funds do not roll forward to the next Fiscal Year and thus increase the FBA. Most of this work will be completed in FY 2004/05 and the additional fund balance will help the department with their cash flow until they receive reimbursement for these projects from the Federal Government.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maintain a good quality county-road system.

Community-wide Result Link: A livable community, a safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Pavement Condition Rating (PCR) for ALL county roads.	68	65	64	65	64	65

What: The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance needs of the system to effectively serve the traveling public.

How are we doing? A complete review of the Pavement Condition Rating was to be performed during the 03/04 budget year. Due to the sudden departure of key staff responsible for this update, we have moved the review to the 04/05 budget year. 03/04 actual results slightly missed the adopted target. Due to the expected reduction of future State revenues to both Roads and the General Fund, we do not expect this rating to increase above current levels in the near future and may need to be modified downward depending on the amount of reduction in State revenues. Financial constraints on the Pavement Management overlay program During 03/04 required a reduction in contracts for overlay work. As such, only a small project was completed and the PCR rating remains unchanged from 02/03. There is no scheduled Pavement Management program for 04/05.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Pavement Condition Rating (PCR) for all arterial county roads.	75	73	73	74	73	74

What: Measures the pavement condition of arterial roads. Arterial roads are the largest, most-traveled roads in the county road system. Los Osos Valley Road and Tefft Street are examples of arterial roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance and resurfacing needs of our major routes to serve the traveling public.

How are we doing? 03/04 actual results have slightly missed the target. Reduced funding from other sources have caused a halt to the Pavement Management Program for 04/05, therefore this rating is not expected to increase over current levels.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Pavement Condition Rating (PCR) for all collector county roads.	62	60	59	59	59	60

What: Measures the pavement condition of collector roads. Collector roads are the larger roads within the county road system. Vineyard Road and Willow Road are examples of collector roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine the maintenance needs of the collector road system.

How are we doing? 03/04 actual results have met the target. Reduced funding from other sources have caused a halt to the Pavement Management Program for 04/05, therefore this rating is not expected to increase over current levels.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Pavement Condition Rating (PCR) for all local county roads.	70	66	66	66	66	65

What: Measures the pavement condition of local roads. Local roads are the smaller, least-traveled roads in the county road system. Acorn Springs Rd. and Zinnia Ct. are examples of local roads. The Board of Supervisors has established the goal of maintaining a PCR for all roads within the unincorporated area of the county at 70 or better, with no one road category falling below a PCR of 60. A 70 PCR is equivalent to a "good" on a grading basis of poor, fair, good, excellent. This rating is determined by a triennial physical review of the road system.

Why: To determine maintenance needs of the local street network.

How are we doing? 03/04 actual results have met the target. Reduced funding from other sources have caused a halt to the Pavement Management Program for 04/05, therefore this rating is not expected to increase over current levels.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Collisions per 100 million entering vehicles at non-signaled intersection.	31	33	34	30	35	32

What: Number of collisions per 100 million entering vehicles traveled within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations and determine which improvements are warranted.

How are we doing? Overall rate is slightly above the state highway average of 34 as published in the Caltrans "2001 Accident Data On California Highways". Intersections of concern are identified and projects are funded.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Collisions per 100 million entering vehicles at signalized intersections.	39	43	48	41	43	45

What: Number of signalized intersection collisions per100 million entering vehicles within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations.

How are we doing? Rate remains below state highway average of 50 as published in the Caltrans "2001 Accident Data On California Highways". Turn movements have been regulated to reduce collisions. We continue to review operations and safety.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Collisions per 100 million miles on rural roads.	176	162	144	150	143	135

What: Number of rural road collisions per 100 million miles traveled within the unincorporated area of the county (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads can be arterial, collector, or local described above, but are located outside the urban reserve lines of the communities.

How are we doing? Overall trending downward as a result of better delineation/road surface condition. Over the past five years, we have seen over a 15% reduction in rural road collision rate which is a significant accomplishment. This measure still remains above the State Highway average of 130 as published in the Caltrans "2001 Accident Data On California Highways", which is our long term goal.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Collisions per 100 million miles on suburban roads	257	284	279	270	259	250

What: Number of suburban road collisions per 100 million miles traveled (5-year average).

Why: To determine if this component of the road system is maintaining its expected safety level. To review possible safety problem areas if the measure exceeds expectations. These roads are located within the urban reserve lines.

How are we doing? Rate is trending downward but is above the state highway average of 190 as published in the Caltrans "2001 Accident Data On California Highways". Public Works will continue to look at greater access control to reduce conflicts on arterials, driveway and visibility requirements, and traffic calming opportunities to decrease collision potential. Public Works has been targeting projects and policies to improve the results. Our long term goal is to achieve a rate below 200 in order to match the State Highway rate.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Bridge sufficiency rating	79%	89%	90%	85%	92%	88%

What: Percentage of bridges with State assigned sufficiency rating over 50.0 (above 50.0 indicates a bridge is in good repair.)

Why: To review maintenance and funding needs in order to keep the structures in a good state of repair.

How are we doing? Good. We have exceeded our current target of 85%. The County has 11 active bridge projects and progress continues on all them. Construction on the South Higuera Street earthquake retrofit project bordering San Luis Obispo was successfully completed and construction continues on the River Road bridge project in San Miguel with a scheduled completion during the 04/05 budget year.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate they consider the condition of roads in San Luis Obispo County to be a minor problem or better.	New Measure	New Measure	40%	66%	40%	N/A

What: The Administrative Office participated in a citizen's opinion survey. Citizens were asked to what degree road condition was a problem in San Luis Obispo County. The agencies responsible for the roads were not included in the survey so it is not possible to determine specific road problems; only general perception.

Why: To determine public perception of road condition in San Luis Obispo County.

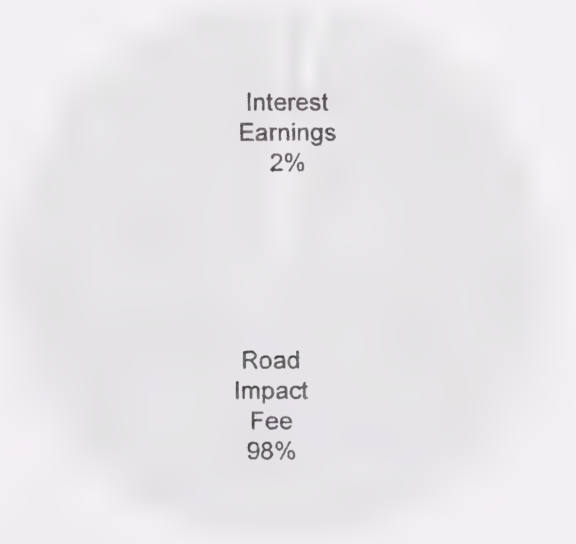
How are we doing? This survey is scheduled to be updated approximately every three years; therefore, no target has been established for 04/05. This performance measure is good for gauging the Public's general impression of road conditions within our County's borders. However, in order for this survey to be meaningful in relation to County maintained roads, it would have to specify the roads in the survey question, which it does not. Road condition specific to County maintained roads are better addressed in the measures above.

PURPOSE

Construction of transportation projects resulting from land development traffic impacts.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,342,510	4,634,196	2,844,916	2,686,666	2,686,666
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,342,510	$ 4,634,196	$ 2,844,916	$ 2,686,666	$ 2,686,666
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	20,771,623	20,766,446	1,230,084	1,388,334	1,388,334
Total Financing Requirements	$ 22,114,133	$ 25,400,642	$ 4,075,000	$ 4,075,000	$ 4,075,000
Revenues	$ 2,609,814	$ 3,078,811	$ 4,075,000	$ 4,075,000	$ 4,075,000
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	19,504,318	22,321,835	0	0	0
Total Financing Sources	$ 22,114,132	$ 25,400,646	$ 4,075,000	$ 4,075,000	$ 4,075,000

Source of Funds



SERVICE PROGRAMS

Road Construction

Construct new, or make major improvements to existing roads within the Road Improvement Areas of the County funded by Road Improvement Fees collected for each area.

Total Expenditures: $2,686,666 Total Staffing (FTE): 0

DEPARTMENT COMMENTS

This is a special revenue fund. During FY 2004/05, revenues (road impact fees collected and interest) are estimated to be $4,075,000; budgeted expenditures for Road projects total $2,686,666. Reserves for future road projects are estimated to be $5,197,281.

Construction projects to be funded out of this budget unit are separately identified in the Roads Budget Construction Projects schedule, found in Budget Unit 2920 - Roads.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund was established in FY 2001/02 in compliance with the Government Accounting Standards Board. Recommended revenues are increasing by almost $1.9 million as compared to FY 2003/04. In previous years, budgeted revenues have been conservatively estimated. This increased level of revenue reflects a more accurate estimate based on experience over the past few years.

Budgeted expenditures from this special revenue fund fluctuate from year to year reflecting the fact that most capital projects are multi-year projects that are completed in phases, with costs varying from phase to phase. In addition, there are other sources of funding for these projects including state and federal transportation funds. Recommended budget expenditures for FY 2004/05 are more than $2 million less than the amount budgeted for FY 2003/04. This level of planned expenditure reflects the number and cost of projects proposed in the department's cut budget request for Budget Unit 2920 – Roads.

BOARD ADOPTED CHANGES

None.

Public Protection

Contribution to Court Operations

Public Defender

District Attorney
    Victim Witness Assistance

Child Support Services

Grand Jury

Sheriff-Coroner
    Animal Services

Probation

County Fire

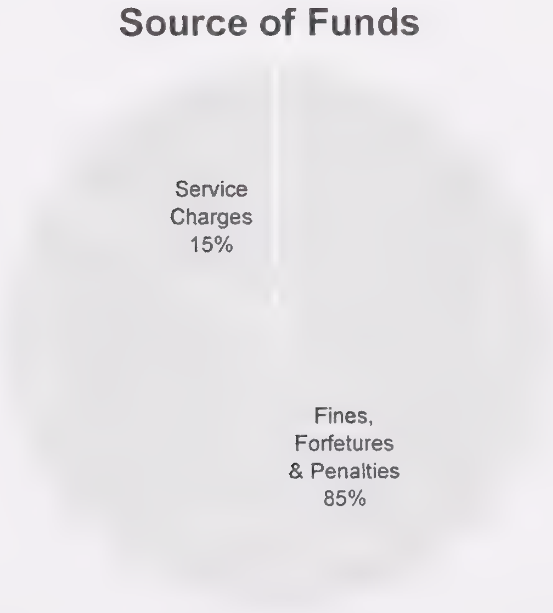
Emergency Services

Waste Management

PURPOSE

The purpose of this budget unit is to appropriate funding needed to meet the County's financial maintenance of effort obligations for trial court funding and for Court related operations which are not a Court obligation.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	232,982	25,032	0	0	0
Other Charges	2,036,515	2,319,623	2,300,000	2,350,000	2,350,000
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 2,269,497	$ 2,344,655	$ 2,300,000	$ 2,350,000	$ 2,350,000
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 2,269,497	$ 2,344,655	$ 2,300,000	$ 2,350,000	$ 2,350,000
Revenues	3,442,314	3,486,482	2,609,110	2,769,110	2,769,110
General Fund Support (G.F.S.)	$ (1,172,817)	$ (1,141,827)	$ (309,110)	$ (419,110)	$ (419,110)



SERVICE PROGRAMS

Courts

Provides the County's required share of financing for State Trial Court operations.

Total Expenditures: $2,036,515 Total Staffing (FTE): 0.0

Administrative Office of the Court Payment

Provides funding for the Administrative Office of the Courts based upon a percentage of the undesignated fines and penalties. This payment is made directly to the Administrative Office of the Courts and is not part of the original County share of financing for Trial Court operations.

Total Expenditures: $313,485 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Trial Court Funding Act changed many of the operational and financial relationships between the Superior Court and the County. Although the Superior Court is now a State agency, the County continues to have obligations to the Court. This budget unit provides funding for those obligations.

The County is required to pay an annual fixed amount of $2,036,515 to the State as our maintenance of effort (MOE) requirement in support of Court operations. The collection of Superior Court imposed fees, fines and penalties provides the revenues that form the basis for funding this budget. The County funded the collection of delinquent fines and penalties by providing a contractor for collections (cost $160,000/year) and paid court staff for collections (cost $80,000/year) through this budget unit.

In fiscal year 2003-2004, the Court proposed the elimination of the contract for collections of delinquent fines, fees and penalties. These fines, fees and penalties are divided up between local and state agencies, including the County and the Superior Court. In place of the collections contract the Court undertook it's own collection process. While revenue generation decreased slightly, it was largely offset by the decrease of expenses associated with the collections contract and payment for Court staff. A more immediate concern is the state imposed assessment that requires all counties to pay a share of undesignated fines and penalties. While most fines, fees and penalties were divided by a formula included in the Trial Court Funding Act, a limited number of fees and penalties were not formally divided between counties and the local courts. The local Court and the County reached an agreement on the division of undesignated fees and penalties. The state now requires the County to pay about $314,000 per year from the undesignated fines and penalties to the Administrative Office of the Courts (AOC), the state governing body that oversees the administrative functions of all the Courts in California. This is another example of state acquisition of local dollars to pay for the shortfalls that exist in the state budget.

The overall expense for this budget is increased by about 2%, about $53,000. This increase is entirely related to the imposition of the state required payment from undesignated fees and penalties.

Although revenues continue to exceed expense in this budget by about $419,000, the past several years have seen a decline in revenues. Overall, the General Fund will realize about $55,000 less than FY 04-05. The reduction is due to increased expenses tied to the AOC payment and a slight $2,190, declined in revenues.

It is widely anticipated that the state will take all of the undesignated fees and penalties in fiscal year 2005-2006. This will further reduce revenues in this budget unit. The positive balance in this budget only partially offsets other court related expenses identified below:

- Although the Court pays most of the bailiff expenses, Rule 810 of the Court excludes many reimbursements for supplies, services and equipment expenses associated with staffing expenses. The cost of prisoner transportation from the jail to Superior Court is also borne by the County.
- Legal defense costs for indigents charged with criminal matter remain a County obligation (see Public Defender Budget Unit 2550).
- Many facility costs are ineligible under Rule 810.
- Some discretionary services are performed at County cost by the Probation Department for the Court.
- Costs for Court ordered psychological examinations associated with Court proceedings are now largely a County expense.

BOARD ADOTPED CHANGES

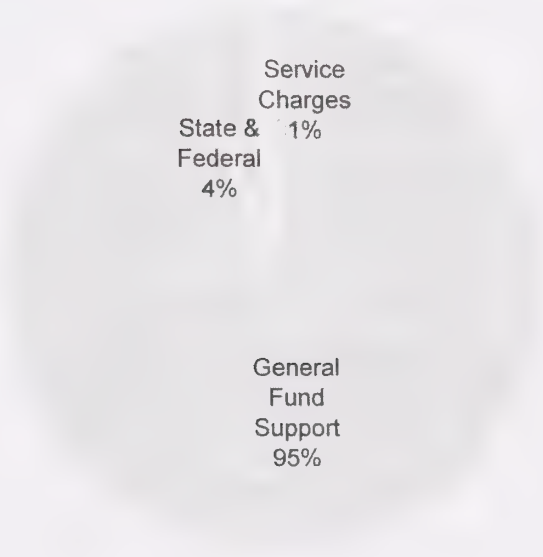
None.

PURPOSE

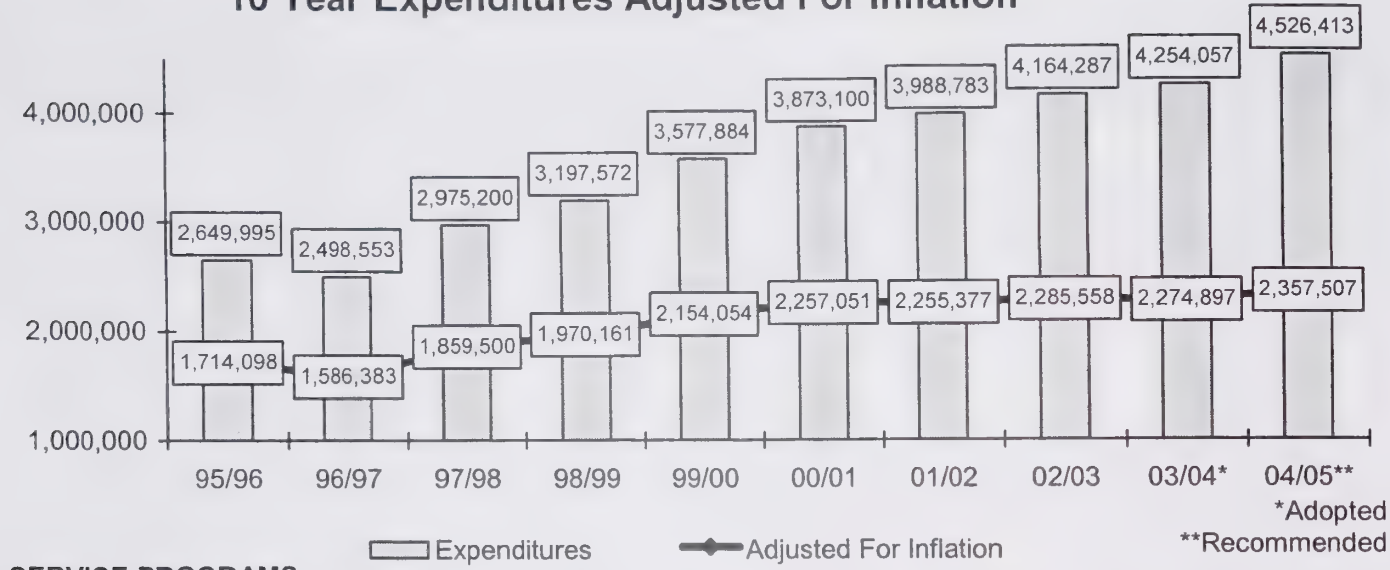
To provide cost effective legal defense services to defendants unable to afford private attorneys.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	4,164,287	4,047,227	4,526,613	4,526,413	4,526,413
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 4,164,287	$ 4,047,227	$ 4,526,613	$ 4,526,413	$ 4,526,413
Less Intrafund Transfers	87,060	0	0	0	0
**Net Expenditures	$ 4,077,227	$ 4,047,227	$ 4,526,613	$ 4,526,413	$ 4,526,413
Revenues	202,497	240,682	238,000	228,000	228,000
General Fund Support (G.F.S.)	$ 3,874,730	$ 3,806,545	$ 4,288,613	$ 4,298,413	$ 4,298,413

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Primary Public Defender

To contract at a competitive cost for public defender services.

Total Expenditures: $2,796,354 Total FTE: 0.0

Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender has a conflict of interest (first level conflict indigent legal defense) .

Total Expenditures: $555,860 Total FTE: 0.0

Conflict-Conflict Public Defender

To contract at a competitive cost for public defender services in the event the Primary Public Defender and Conflict Public Defender have a conflict of interest (also referred to as the second level conflict indigent legal defense).

Total Expenditures: $295,769 Total FTE: 0.0

Conflict-Conflict-Conflict Public Defense

Court appointed attorneys not on contract with the County who provide legal counsel for indigents who cannot afford their own defense when it is determined (by the Court) that a conflict of interest exists with the County's contracted Primary, Conflict, and Secondary Conflict Public Defenders (also referred to as the third level conflict indigent legal defense).

Total Expenditures: $633,101 Total FTE: 0.0

State Institutional Legal Defense (ASH/CMC)

Provides for Court contracted and appointed attorneys to defend institutionalized indigents in criminal matters which occur at the Atascadero State Hospital and California Men's Colony.

Total Expenditures: $245,329 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

State law requires counties to provide legal defense for indigents accused of crimes. San Luis Obispo County contracts with private law firms to provide public defender services. Three separate contracts provide Primary Public Defender Services, First Level Conflict Public Defender Services and Second Level Conflict Public Defender Services. Third Level Conflict Public Defender Services are addressed through Court appointments of private attorneys when it is determined that three contracted firms have a conflict that could hamper a defense.

The recommended budget provides funding for the first year of new contracts with the First and Second Level Conflict Defender. It also provides for funding of the Primary Public Defender, however the contract negotiations with the Primary Public Defender were not complete at the time this budget is prepared. The budget also provides funding for Court appointed attorneys, the Third Level Conflict Public Defender services, and expert witnesses.

The recommended expense in this budget is increasing by approximately $272,350 or 6%. Contract costs are expected to account for slightly less than one half of the increase. Court appointed attorneys and costs associated with witness fees account for the remainder of the increase. The General Fund Support for this budget is increasing by 5%, or $239,356.

The budget also provides for indigent legal defense for cases that originate at the Atascadero State Hospital (ASH) and the California Men's Colony (CMC). About 90% of the estimated $245,000 expense is offset by reimbursements from the State.

Revenues are slated to increase by $33,000 in the next year. A program was begun in FY 03-04 that utilized the collection services of the County Probation Department. This program seeks reimbursement of legal defense costs in juvenile cases where it was determined that the parents of the juvenile could afford to contribute to the defense costs. Revenue from this source is expected to increase in FY 04-05. Additionally, the County is working to expand the program to seek reimbursement from other defendants who may have some capability to contribute to their defense costs. Success of this effort will depend upon the cooperation of the Superior Court as well as determining whether the costs to seek reimbursement exceed the actual reimbursement received. Recently enacted state law impacts the economic viability of a reimbursement program. The law places a higher priority on the payment of restitution to victims, payment of Court ordered fines and penalties and payment of Court costs ahead of reimbursements for county expenses.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide cost effective Public Defender services.

Communitywide Result Link: A well governed community; A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of cases reversed based on the allegation of inadequate defense.	New Measure	0	0	0	0	0

What: Counties are mandated to provide public defender services for people who are unable to afford a private attorney. The number of cases that are overturned based upon an inadequate defense measures the effectiveness of public defender services in terms of the meeting the constitutional right to an adequate defense.

Why: Providing an adequate defense is a constitutional right and promotes justice. Cases that are overturned because of an inadequate defense ultimately are more costly to taxpayers.

How are we doing? No cases were reversed based upon allegation of inadequate defense. Adequate and competent defense services are being provided through this program.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Per capita costs for public defender services.	New Measure	$14.92	$16.46	$17.07	$16.41	$17.80

What: This measure shows the per capita gross costs to provide pubic defender services.

Why: We are measuring per capita gross public defender costs in an effort to capture efficiency data.

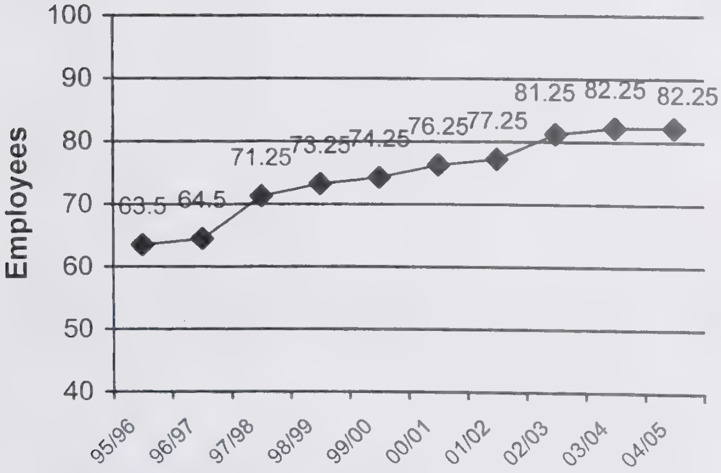
How are we doing? The actual costs for FY 01-02 are below target due to $270,000 of special one time re-imbursement from the state for a capital case trial cost. In FY 03-04, budgeted costs for public defender services in six comparable counties have per capita costs ranging from a low of $11.70 to a high of $24.22, with the average being $19.28. The actual costs for FY 03-04 came in well under the target. A reduction in the number of court appointed attorneys for third level conflict cases as well as some savings in expert witness costs contributed to the better than expected result. Court appointed conflict cases fluctuate annually and it is difficult to determine whether this expense will remain low or rise in the next year.

MISSION STATEMENT

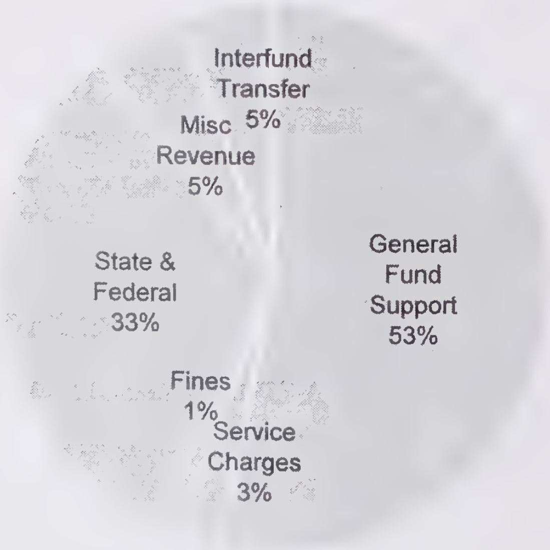
To promote crime prevention and protect the rights and ensure the safety of the citizens of California within the County of San Luis Obispo through criminal prosecutions, civil enforcement remedies, victim-witness services and family support criminal enforcement actions, all in accordance with federal and state constitutions, statutes and case law.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 8,334,707	$ 9,233,037	$ 9,416,594	$ 9,352,649	$ 9,333,104
Services and Supplies	986,626	835,488	811,976	730,104	730,104
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	11,000	11,000
**Gross Expenditures	$ 9,321,333	$ 10,068,525	$ 10,228,570	$ 10,093,753	$ 10,074,208
Less Intrafund Transfers	549,729	484,747	528,191	528,191	528,191
**Net Expenditures	$ 8,771,604	$ 9,583,778	$ 9,700,379	$ 9,565,562	$ 9,546,017
Revenues	3,033,243	3,360,985	3,966,209	4,206,212	4,186,667
General Fund Support (G.F.S.)	$ 5,738,361	$ 6,222,793	$ 5,734,170	$ 5,359,350	$ 5,359,350

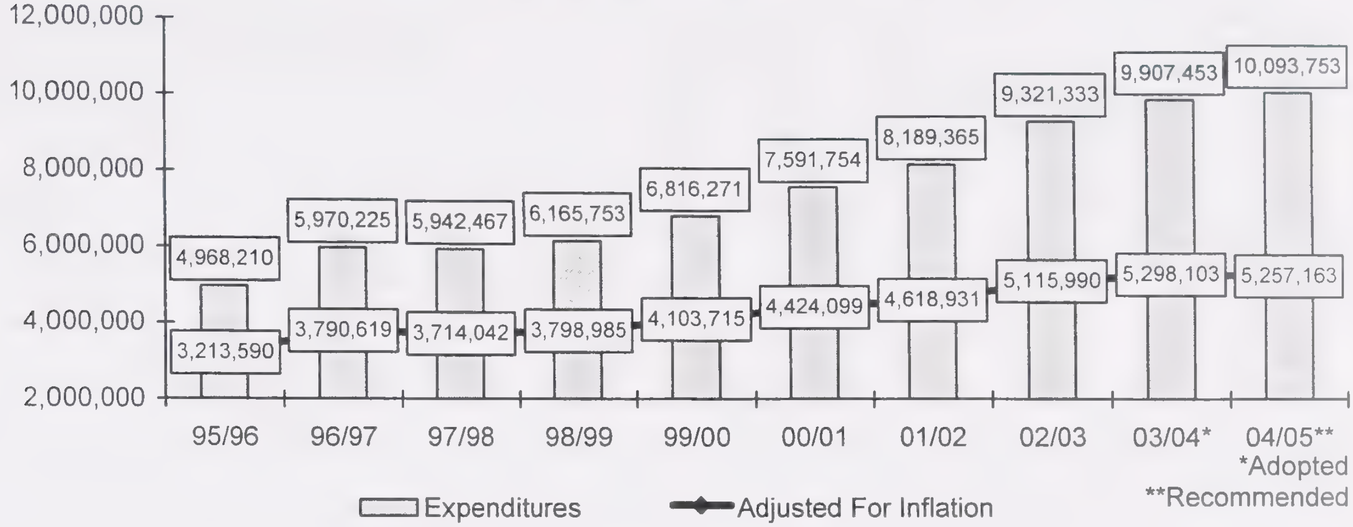
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Administration

To provide overall policy development, program supervision, fiscal and personnel administration, automation management and community relations.

Total Expenditures: $874,901 Total Staffing (FTE): 6.25

Consumer/Environmental

To investigate and pursue legal remedies to resolve consumer and environmental complaints.

Total Expenditures: $683,589 Total Staffing (FTE): 8.0

Victim-Witness

To assist victims with recovery from crimes and coordinate witness appearances in court.

See Budget Unit 2562 - Victim-Witness

Prosecutions

To review, file, investigate and prosecute felony, misdemeanor and juvenile criminal violations in a vigorous, efficient, just and ethical manner.

Total Expenditures: $8,515,718 Total Staffing (FTE): 68.0

DEPARTMENT COMMENTS

The District Attorney's goals include public safety promotion through efficient and appropriate use of investigation and criminal sanctions to deter criminal activity, protect society and punish criminal conduct. The annual California Crime Index (CCI) reflects the number of serious crimes in the county per 100,000 population. San Luis Obispo County regularly ranks among the five lowest of the 58 counties in the state as far as serious crimes.

The department has maximized the efficient use of Criminal Justice System resources by promptly and effectively handling cases. For example, the percentage of the 16,000 annual misdemeanor adult cases brought to final disposition within 90 days is approximately 96%, well above the state's annual average. By bringing such cases to trial or disposition in a timely fashion, witnesses, victims and justice all are served well.

The ongoing enhancement of law enforcement collaborative investigation efforts and communication is another area of excellence in law enforcement promoted by the District Attorney's Office. The department is involved in the following effective multi-agency task forces: Gang, Elder Abuse, Environmental Crimes, DUI, Narcotics, High

Tech, Central Valley Rural Crimes, Sexual Offender Management, Suspect Abuse Response Team, Child Abuse Interview Team, and the Domestic Violence Task Force.

The department also promotes a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate juveniles and deter their criminal activity.

The department's Bad Check Unit provides services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks and to victims of other consumer fraud and environmental crime. Over $424,000 has been returned to victims in 2002-03 with a target of $445,000 in 2004-05, despite current economic conditions.

The department continues to provide Victim/Witness services and family support enforcement actions, all in accordance with federal and state constitutions, statues and case law.

During the current Fiscal Year, our department has successfully investigated and handled numerous serious felonies including felony child abductions and extraditions, murder for hire cases involving witnesses located in a half dozen states, and other gang-related murder cases involving expert and lay witnesses from throughout California.

The requirement to achieve a General Fund Support Budget level would result in the elimination of critical resources required for the effective, appropriate and independent administration of justice. The department goals and constitutional mandates would be negatively impacted by staff reductions and reductions in expert witness testimony and investigative capabilities as reflected at a General Fund Support Budget level. Such budget impacts would include:

1) Staff reductions;
2) Reductions in expert witness testimony and medical reports;
3) A 22% reduction in expenses for victims of, and witnesses to, crime;
4) Significant reductions in investigative capabilities on felonies with investigative related travel.

The GFS Budget level would also result in the percentage of misdemeanor cases brought to final disposition within 90 days shrinking by at least 15% from current levels. Law enforcement collaborative investigations and communications, which are important in the successful investigations on major crimes, would also suffer due to staffing reductions. Finally, it would be difficult to explain to victims of, and witnesses to, crimes that in approximately 22% of their cases there would be no funds to assist them in appearing on cases to which they have been subpoenaed.

In conclusion, the requirement to achieve a General Fund Support budget level impacts staff and resources in the District Attorney's Office, which, in turn, would adversely affect the overall safety and well-being of the community.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 04-05 recommended budget for this department includes a 9% increase in expense, or about $813,800 over the budgeted amount in FY 03-04. The General Fund Support for this department is increased by less than 1%, or about $36,000. Department projected revenues are increased by $777,700, a 22% increase over FY 03-04 levels. The increase in revenue offsets most of the increased expense in this budget.

Salary and benefit expenses comprise $9.3 million dollars of the $9.5 million dollars recommended for this budget. Prevailing wage and workers compensation expenses add 9%, or approximately $792,650 to the expense in this recommended budget. The recommended level expenditure allows for the department to maintain all current positions, but does include some savings from anticipated retirements and recognizes new staff replacements that will be hired at a lower salary cost. The two Legal Assistant positions in the department are being renamed to Paralegal. This change in title is to be cost neutral.

Expenses related to services and supplies are recommended to decrease by 7%, a reduction of $56,990 from FY 03-04. A $20,000 decline in overhead charges, deferral of computer purchases and savings in rental costs are the primary factors associated with the decline in these accounts. Two replacement copiers, at a total cost of $11,000, are also recommended as fixed assets for this budget.

As mentioned previously, revenues are increased substantially. A new source of federal revenue related to southwestern area criminal prosecution provides almost $400,000 of new revenue to this budget. Again, Proposition 172 revenue level has been raised to more closely approximate expected growth in this revenue source.

The department's projected increased in revenue allows the recommendation for this department to maintain service levels at about the same level as FY 03-04. Should substantial changes in the revenue projections occur as a result of the withdrawal of state and federal funding sources, it may be necessary to revisit the expenditures associated with this budget unit.

BOARD ADOPTED CHANGES

The Board of Supervisors approved a Budget Supplemental Document item for the District Attorney's Office. The Supplemental Document item included a reduction of $19,545 in expenditures in the salaries and benefits accounts and a concurrent reduction in revenues of $19,545. In addition, a Limited Term Paralegal position was reduced from full time (1 FTE) to half time (.5 FTE). The reduction in expenditures, revenue and staffing is the result of a decrease in state grant funding to this budget unit.

GOALS AND PERFORMANCE MEASURES

Department Goal: To promote public safety through the efficient and appropriate use of investigations and criminal sanctions so as to deter criminal activity, protect society and punish criminal conduct.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
The annual California Crime Index (CCI)	940 – County CCI; 1750 statewide county average CCI	1008– County CCI; 1845 statewide county average CCI	1057– County CCI; 1890 statewide county average CCI	Remain well below the statewide county average	DOJ Calendar yr. 2003 not yet available	Remain well below the statewide county average

What: The CCI reflects the number of serious crimes in the county per 100,000 population.

Why: To compare our county's serious crime rate with that of other California counties. For calendar year 2002 (latest figures available), San Luis Obispo County's CCI was 1,057 serious crimes per 100,000 population. The statewide county average for CCI is 1,890 serious crimes per 100,000 population.

How are we doing? San Luis Obispo County ranks among the lowest of the 58 counties in the state.

Department Goal: To maximize the efficient utilization of Criminal Justice System resources by promptly and effectively handling cases.

Communitywide Result Link: A safe community; a well-governed community.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of misdemeanor cases brought to final disposition within 90 days of arraignment.	96%	97%	98%	98%	98%	98%

What: The percentage of the approximately 16,000 annual misdemeanor criminal cases which are brought to a final disposition within 90 days of arraignment as tracked by the "90-day case aging" report generated by the District Attorney's Office and the Court.

Why: To determine prosecution workload efficiency.

How are we doing? By bringing cases to trial or disposition in a timely fashion, witnesses, victims, and justice are all well served.

Department Goal: Continue to enhance law enforcement collaborative investigation efforts and communications.

Communitywide Result Link: A safe community; a well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of serious gang prosecution cases.	20	17	20	Less than 20	18	Less than 20

What: Proactive investigation and communication efforts regarding gang cases in concert with other law enforcement agencies. A serious gang case is defined as a case involving felony charges aggravated by factors enumerated in the Street Terrorism Enforcement and Prevention Act (186 Penal Code).

Why: Gang prosecution caseload reflects the effectiveness of individualized collaborative investigation projects.

How are we doing? The county-wide Gang Task Force and Narcotics Task Force are collaborative, investigative and information sharing efforts involving a type of career criminal, gangs, which commit a disproportionate share, per capita, of serious crimes. The length of sentences obtained from several recent high-profile homicides and aggravated assaults has contributed to a reduction in gang-related cases. Of the serious gang cases in 2002-03, 6 were juvenile cases. All juvenile cases occurred at the California Youth Authority facility in Paso Robles. Of the 2003-04 cases, the majority occurred at CYA or CMC.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of established cooperative efforts and standardized communication methods with law enforcement.	7 state and federal grants and subsidies for DA and/or other county departments	7	7	7 or more	11	10 or more

What: Pooling of investigative resources and use of technologically advanced methods of communication between agencies.

Why: Successful multi-agency investigations qualified the District Attorney for State and Federal funding, and inter-agency communications provides a state leadership role in technological innovation.

How are we doing? State and federal grants and subsidies have been obtained through District Attorney and other law enforcement agency collaboration efforts involving:

1. Gang Task Force
2. Elder Abuse Task Force
3. Environmental Crimes Task Force
4. Narcotics Task Force
5. Child Abduction Investigation Prg
6. Worker's Compensation Fraud
7. Sexual Offender Mgt Task Force
8. Domestic Violence Task Force
9. Central Valley Rural Crimes
10. High Tech Task Force
11. DUI Task Force

Department Goal: To promote a community approach to juvenile crime which blends the effective use of treatment or diversion programs with the appropriate use of criminal sanctions so as to rehabilitate the juvenile and deter criminal activity.

Communitywide Result Link: A safe community

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of juvenile criminal prosecution petitions reviewed and filed annually.	850	800	794	Less than 850	733	Less than 825

What: This measures the number of new juvenile criminal petitions filed with the Superior Court per year. A juvenile petition is defined as a Superior Court document charging an individual under 18 years of age with criminal offenses enumerated within the standard California codes (such as the Penal Code and Health & Safety Code).

Why: This measure is important to track as it represents the more serious juvenile criminal activity within the county; i.e., cases which cannot be handled through probation diversion programs.

How are we doing? In calendar year 1999 there were 951 petitions. By calendar year 2001 the number was 857. For fiscal 2002-03 the number was 794. For fiscal year 2003/04 the number was 733.

Department Goal: To provide services to victims who receive bad checks so that they may promptly recover restitution for non-sufficient funds (NSF) checks, and to victims of other consumer fraud and environmental crime.

Communitywide Result Link: A safe community; a prosperous community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Bad check recovery ratio and recovery totals.	65% and 330,000 restitution to victims	65% and 372,000 restitution to victims	65% and 424,000 restitution to victims	65% and 330,000 restitution to victims	65% 359,885	65% and over 400,000 restitution to victims

What: Percentage of recovery on bad check cases processed by the Bad Check Unit and the amount of restitution recovered.

Why: The higher the collection percentage and amount of restitution recovered, the more effective the program.

How are we doing? Because of administrative fees charged to the bad check writer, the program costs are substantially covered by the administrative fees. Collections exceeded traditional private agency rates at no cost to the victim. Other counties have modeled their District Attorney Bad Check Programs upon San Luis Obispo. The collections for fiscal year 2002-03 equal a 9.6% increase.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average restitution recovery period from case opening.	80 days	60 days	60 days	65 days	60 days	Below 65 days

What: The average number of business days required to recover restitution for victims.

Why: The more rapid the case initiation and restitution recovery, the more prosperous and healthy the community.

How are we doing? The Bad Check Division initiates cases involving 7,500 checks per year, within an average case opening period of four (4) days and an average restitution recovery period of sixty (60) days.

Department Goal: To improve the standard of living of the children we serve by increasing the overall annual child support collected and distributed.

Communitywide Result Link: A healthy community; a prosperous community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of case referrals from Department of Child Support Services reviewed within fifteen days	New measure	New measure	86%	98%	93%	Above 96%

What: The prompt initiation of child support criminal enforcement actions when legally justified.

Why: The efficiency of case processing and enforcement action is directly related to the success of collection efforts.

How are we doing? The referrals began July 1, 2002. Automation adjustments necessary to track this measure were not in place until January 2003.

Department Goal: Assisting victims to recover from the aftermath of crime and minimizing the inconvenience to witnesses involved in the criminal justice system.

Communitywide Result Link: A safe community; a healthy community.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
The annual number of direct, coordinated services to victims and the coordination of subpoenaed witnesses.	2500 victims; 12,000 subpoenaed witness court appearances	2900 victims; 12,000 subpoenaed witness court appearances	3000 victims; 12,000 subpoenaed witness court appearances	2800 victims; 10,500 subpoenaed witness court appearances	2981 victims; 11,350 Subpoenaed witness court appearances	3000 victims; 12,000 subpoenaed witness court appearances

What: The number of crime victims served by the Victim Witness Division and the number of subpoenaed witnesses notified.

Why: Notification and coordination of, and assistance to, witnesses and crime victims regarding the criminal justice system enhances public safety.

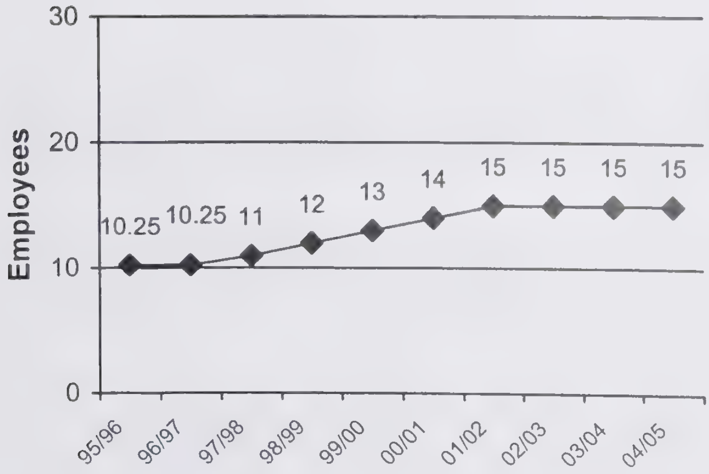
How are we doing? We are consistently meeting and exceeding our targets. Please see Budget Unit 2562, District Attorney Victim/Witness Division, for other goals and performance measures incorporated herein by reference.

MISSION STATEMENT

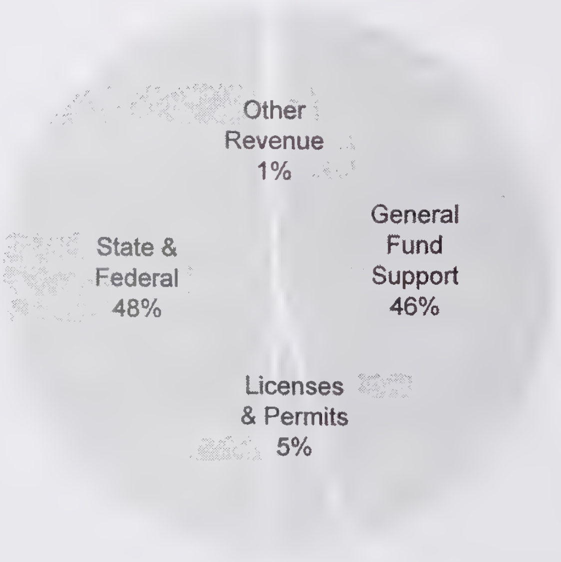
To provide assistance to victims of crime and their families and to coordinate witness appearances in court.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 857,783	$ 917,084	$ 1,006,916	$ 984,918	$ 966,918
Services and Supplies	175,252	236,016	174,743	144,033	144,033
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,033,035	$ 1,153,100	$ 1,181,659	$ 1,128,951	$ 1,110,951
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,033,035	$ 1,153,100	$ 1,181,659	$ 1,128,951	$ 1,110,951
Revenues	554,234	601,794	612,745	612,745	594,745
General Fund Support (G.F.S.)	$ 478,801	$ 551,306	$ 568,914	$ 516,206	$ 516,206

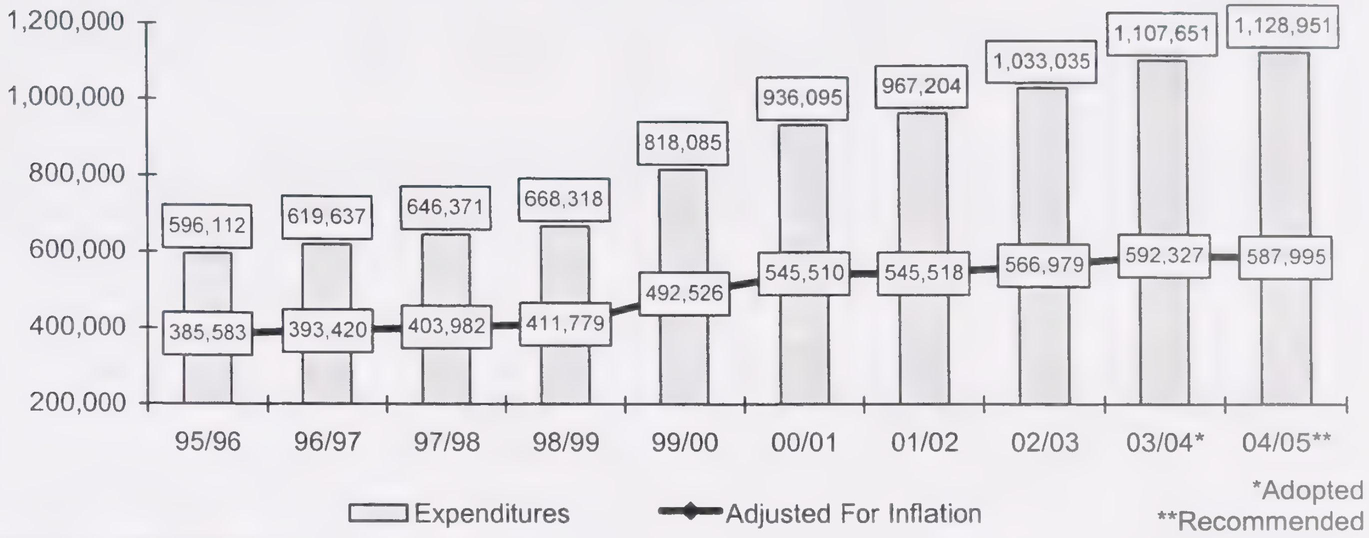
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Victim Assistance

Review police reports and respond to law enforcement and other requests to assist victims of crime; provide services including, but not limited to, crisis counseling, emergency needs, case information/status, and court escort; assist victims in recovering crime-related losses through assistance with state compensation claims and court-ordered restitution.

Total Expenditures: $ 885,161 Total Staffing (FTE): 12.0

Witness Assistance

Provide services to civilian and law enforcement witnesses to support the successful prosecution of cases and to reduce unnecessary court appearances. Services include, but are not limited to, witness check-in, case status information, on-call and call-off assistance, court escort and orientation, transportation and accommodation assistance.

Total Expenditures: $ 225,790 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

The Victim/Witness Division of the District Attorney's Office provides, among other things, assistance to victims of crime and their families pursuant to Penal Code Section 13835 et seq. and coordinates witness appearances in court as a cost and time saving measure for the District Attorney's Office.

The department served 3,000 new crime victims in Fiscal Year 2002-03 and verified all crime compensation claims for award of losses well within the 90-day requirement. In addition, this division increases criminal justice efficiency by mailing subpoenas and confirming them by phone, saving over $200,000 per year in law enforcement salaries and travel expenses. For a subpoena to have legal effect, it must be personally served, or mailed and its receipt confirmed by Victim/Witness staff.

The division also provides information to the community about crime victimization, victim services available, and prevention efforts.

Through continuing community connections with a wide variety of local agencies, groups and members of the public, Victim/Witness personnel serve as "ambassadors" for the District Attorney and the County of San Luis Obispo. By staying connected with the community through links with our women's shelters, Rape Crisis Center, child and adult welfare services, SLO-CAP, Children's Services Network, Adult Abuse Prevention Council, County DUI Task Force and Domestic Violence Task Force, among others, Victim/Witness maximizes its opportunities to: 1) identify problems and concerns at a grassroots level; 2) clarify and translate criminal justice and crime victim issues for the average citizen; and 3) bring the public in touch, first-hand with county services for crime victims and witnesses.

The requirement to submit a General Fund Support Budget with no net increase over the 2003-04 level translates into a 9% cut budget. The $102,878 cut from the total 2003-04 adopted expenses of $1,107,651 is generated by the non-discretionary increase in cost-of-living, step increases and inequity adjustments associated with current staff as approved during the 2003-04 Fiscal Year by the Board of Supervisors.

The requirement to achieve a General Fund Support Budget level results in the elimination of critical resources required for efficient administration of justice. Services and supplies accounts are impacted by a 24% decrease overall. Reduction in automation upgrades, travel for training and other office expenses are included in this budget, the impact of which will be less efficient and less trained staff. Several traditional expenditure line items are simply not funded for the upcoming fiscal year due to the constraints placed upon our office in the GFS framework.

Services and supplies accounts including Special Department Expenses (2200) for victim emergency funds, Significant Value Purchase (2210) and Computer Software (2211) for maintenance of efficient delivery of victim services are not funded. This compromises a coordinated approach to support services for attorneys in court due to the failure to appropriately upgrade software, and further to coordinate the software versions being used by different members of the unit.

The prosecution of cases will suffer due to staff reductions resulting in holding vacancies open and not staffing the division at adequate levels. Outreach and education efforts would be reduced even more, and witness subpoena costs would be severely impacted.

The requirement to achieve this level of funding impacts staff and resources in the Victim/Witness Assistance Division, which would adversely affect the overall safety and well-being of the community.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Victim Witness Division of the District Attorney's Office has a less than a 1% increase in General Fund Support. This budget maintains current staff positions resulting in an 8% increase, approximately $81,000, in salary and benefit costs. Expenses for services and supplies are being decreased by 29% or $59,600. The decrease in service and supplies is in a variety of areas, including reducing professional service contract expenses by about $14,000 and reducing rental costs by $25,000. The reductions made in services and supplies and recommended costs with the intent to maintain the current positions for this budget.

Revenues are increased by 2% or about $16,700. About 85% of the revenue in this budget is derived from grant funding. A tightening of the funding available from state and federal grant sources can have a substantial impact on this budget. A portion of the grant funding in this budget is dependent upon renewal by October of 2004. Salary and benefit costs comprise over 85% of the expense in this budget. Any decline in the projected grant funding level will likely have an impact upon the current staffing levels in this division since further reduction of expenses in services and supplies may not be possible.

BOARD ADOPTED CHANGES

The Board of Supervisors approved a Proposed Budget Supplemental Document item for the District Attorney's Office, Victim Witness budget unit The Supplemental Document item included a reduction of $18,000 in expenditures in the salaries and benefits accounts and a concurrent reduction in revenues of $18,000. In addition, a Victim Witness Assistant Coordinator position was reduced from full time (1 FTE) to half time (.5 FTE). The reduction in expenditures, revenue and staffing is the result of a decrease in state grant funding to this budget unit.

GOALS AND PERFORMANCE MEASURES

Department Goal: To reduce the effects of crime on victims, family members, and the community.

Communitywide Result Link: A safe community; a well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of new victims assisted by providing referrals to appropriate law enforcement and social service agencies.	100%	100%	100%	100%	100%	100%

What: Victim/Witness staff acts as a liaison between crime victims and other service agencies. This tracks the percentage of victims that are helped to recover from crime by providing appropriate referrals for services.

Why: This helps us determine how effectively we reduce victim's confusion and frustration with the criminal justice system and ensure correct contacts are made between victims and agencies/services.

How are we doing? Last year, of 2,981 new crime victims served, 100% received referrals. This number of crime victims represents a 3% decrease in victims assisted over the prior year, which is consistent with our baseline staffing. However, with staffing levels reduced by .5 FTE due to budget constraints, projected results may be adversely affected.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of new victim compensation claims filed and verified for state reimbursement of financial losses in 90 days.	100%	100%	100%	100%	100%	100%

What: Victim compensation for crime-related financial losses is based upon accurate determination of losses and application to the state for compensation.

Why: To ensure that verification and state reimbursement for crime-related victim losses occur within 90 days of receiving application.

How are we doing? Verification of all crime compensation claims for award of losses for San Luis Obispo county victims is consistently completed well within the 90-day requirement. Last year, Victim/Witness prepared 212 victim compensation claims on behalf of victims and provided 1,304 assistances regarding claims. This is lower than the prior year, largely because of new policies adopted by the state program which preclude some victims from applying for benefits. Our county provides local verification of state claims, which expedites the processing, and payment of claims for victims in a time frame consistently faster than state processing.

Department Goal: To increase the criminal justice efficiency response to crime victims and witnesses.

Communitywide Result Link: A safe community; a well governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of subpoenaed witnesses assisted by Witness Coordinator staff who appear for court as required.	99%	99%	99%	99%	99%	99%

What: By providing stand-by and case status updates and other assistance to subpoenaed witnesses, we help avoid unnecessary, costly and time-consuming court appearances in the criminal justice system. This measure tracks the effectiveness of this program.

Why: To improve the cooperation of civilian and non-civilian witnesses with the prosecution of cases and to avoid interruption of personal and work schedules of witnesses.

How are we doing? Over 99% of subpoenaed witnesses appear for court as required. (Approximately 1 of 100 we are unable to locate.) Last year, 11,351 subpoenas were issued by the District Attorney's Office for civilian and officer witnesses.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of civilian witnesses who receive mailed subpoenas and which subpoenas are confirmed by Victim/Witness.	85%	85%	85%	85%	75%	85%

What: For a subpoena to have legal effect, it must be personally served or mailed and its receipt confirmed. This measure tracks the percentage of mailed subpoenas that are confirmed by Victim/Witness in an effort to save law enforcement the time and expense of personally serving subpoenas.

Why: This demonstrates how cost effectively we confirm the receipt of mailed subpoenas to civilian witnesses.

How are we doing? By mailing subpoenas and confirming them by phone, we save over $200,000 per year in Sheriff's Civil Division salaries and travel expenses. This year, 10% fewer subpoenas were mailed (as directed by prosecutors) which was not under the control of Victim/Witness. However, Victim/Witness confirmed mailed subpoenas at approximately the same rate as prior years, thereby saving the county approximately $180,000.

Department Goal: To educate and inform the community about the effects of crime victimization, services available and prevention efforts.

Communitywide Result Link: A safe community; a well governed community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of community presentations or outreach efforts conducted regarding crime victimization and services provided by Victim/Witness.	100	117	62	100	81	65

What: Presentation of programs and outreach are utilized to educate citizens regarding victimization resulting from criminal conduct as well as crime prevention.

Why: To ensure that members of the public know and understand the effects of crime and to promote safety and crime prevention.

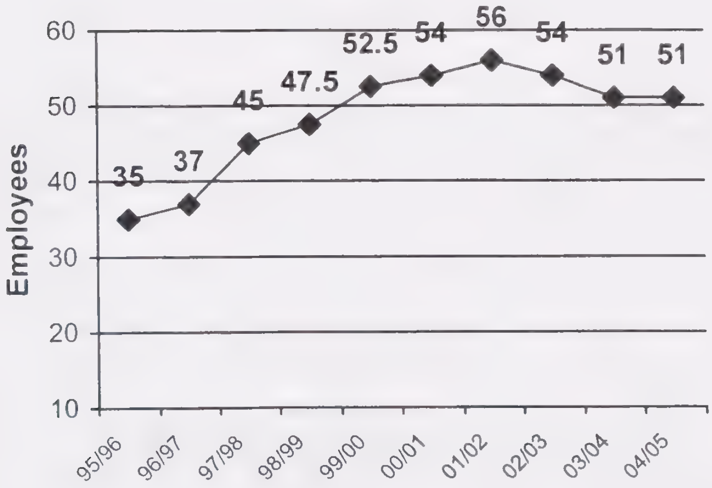
How are we doing? We are meeting and exceeding the objectives established in our state grants. The number of presentations was less than projected, primarily due to 100 hours of Victim/Witness time spent assisting victims in 32 CAIT (child abuse) interviews as part of the new CAIT protocol implemented 3/1/01. (However, the number of CAIT interviews involving Victim/Witness personnel was reduced during fiscal year 2003-2004, freeing up time and staff for more presentations this year over last year.) If staff reductions are necessary due to budget constraints, projected results may be adversely affected. Evaluation surveys have been developed to measure participants' reported increased knowledge and safety following presentations.

MISSION STATEMENT

To improve the standard of living of the children we serve by ensuring that the children whose parents reside in our community receive the financial support to which they are entitled by law.

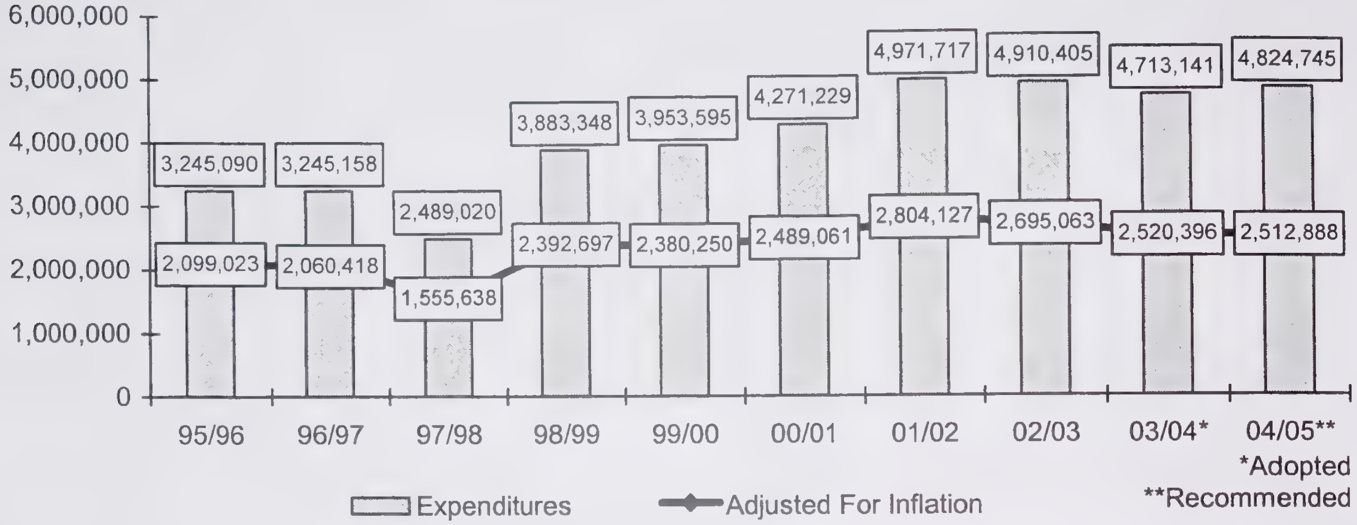
	2002-03	2003-04	2004-05	2004-05	2004-05
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 2,944,283	$ 3,048,757	$ 3,019,108	$ 3,019,108	$ 3,019,108
Services and Supplies	1,954,602	1,703,740	1,805,637	1,805,637	1,805,637
Other Charges	0	291,321	0	0	0
Fixed Assets	11,520	0	0	0	0
**Gross Expenditures	$ 4,910,405	$ 5,043,818	$ 4,824,745	$ 4,824,745	$ 4,824,745
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 4,910,405	$ 5,043,818	$ 4,824,745	$ 4,824,745	$ 4,824,745
Revenues	4,425,254	5,184,646	4,824,745	4,824,745	4,824,745
General Fund Support (G.F.S.)	$ 485,151	$ (140,828)	$ 0	$ 0	$ 0

Number of Employees
(Full Time Equivalent)



Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Child Support Assistance to Families

Ensure prompt establishment and collection of child support for children who reside in our community or children whose non-custodial parent resides in the county. Interview and open case files for child support applicants, conduct paternity investigations, establish paternity and child support judgments, and enforce court orders to collect child support.

Total Expenditures: $4,824,745 Total Staffing (FTE): 51

DEPARTMENT COMMENTS

Attached is our completed Phase II-Funding Request for fiscal year 2004/2005. Even though salary projections for fiscal year 2004-2005 reflect an estimated increase of more than $314,386 over salary projections for fiscal year 2003-2004, our self imposed hiring freeze, and continued cuts to service and supply accounts should allow the department to avoid layoffs. The Department of Child Support Services proposed budget will increase $41,693 from the fiscal year 2003/2004 projected actuals. This department expects to receive sufficient revenue from the state to pay for all budgeted expenses with zero net county cost. In addition, we anticipate maintaining an excess revenue fund of $68,419, which would be available to meet unanticipated expenses.

For the past two years The San Luis Obispo Department of Child Support Services ranked 1st in the state for overall performance, and we continue to rank among the top counties statewide in all areas of performance which are measured by the State. Our public outreach effort in the schools has been very successful, and information access through the County of San Luis Obispo Department of Child Support Services web site continues to improve community education.

The Department collected more than $16 million of child support during the past fiscal year, which represents a 4% increase in collections over the prior fiscal year. We have completed the development of our comprehensive Quality Assurance and Program Improvement Plan, which addresses specific goals and objectives in order to further improve department performance.

A flat rate State allocation and increase in county costs associated with employee step increases, benefits, worker's compensation insurance, and rent will result in a need to leave several positions unfilled as a cost reduction measure. This effectively results in a 12% reduction in work force. This staff reduction will require shifting resources, and may impact our ability to maintain performance.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is funded with dollars from the federal and state government. Consequently, there is no General Fund Support for this department. Expenses this budget are increasing by about 2% or approximately $111,600. Revenues are projected to increase by the same amount thereby resulting in no General Fund cost in this budget.

Salary and benefit costs are increasing by about $172,000 while service and supply costs decreased by $60,400. The Salaries and Benefits accounts include prevailing wage and workers compensation increases. The department will maintain a number of vacant positions on the position allocation list to reduce costs in this budget. The vacant positions account for about $300,000 in salary savings that is included in the recommended budget. The positions are not recommended for elimination as eliminating the positions could result in lower future allocations of state and federal dollars for this department.

The department provides about $498,000 in funds to the District Attorney. These funds pay for the expenses of DA investigators and a Deputy DA that provides investigative and prosecution services to Child Support Services.

As part of their response to the budget crisis, the State is shifting to counties a portion of a federal penalty assessed upon the State, for failure to develop a statewide child support computer data base. In FY 03-04, San Luis Obispo's share of this penalty was about $295,000. We expect that this penalty will again be assessed and charged to all counties. These funds are not included in the recommended budget since the amount of the penalty is not yet calculated. The department will return to the Board during FY 04-05 with a budget adjustment in the specific amount of the penalty once it is calculated by the State. This payment will be from the General Fund as the federal and state dollars in this budget cannot be used to pay the federal penalty.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To ensure that children receive the support benefits they are entitled to as quickly as possible.

Community-wide Result Link: A well-governed and healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of cases with unwed mothers in which paternity is established within six months of locating the non-custodial parent.	80.91%	83.70%	95.81%	98.00%	108.93%	99.00%

What: Genetic testing may be used to establish paternity; the goal is to establish a court order or declaration of paternity for all children needing paternity established.

Why: To ensure that paternity is established within a timely manner, so that children can receive the benefits to which they are entitled; establish the basis for early intervention to help facilitate a relationship between father and child, resulting in healthier families and community.

How are we doing? The statewide average for Federal Fiscal Year (FFY) 02/03 is 87.00%. We ranked # 2 in FFY 02/03 in this category.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of cases with a court order for child support.	94.00%	93.55%	93.43%	93.50%	94.57%	94.00%

What: Support orders are the legal documents which establish child and medical support.

Why: Establishment of support orders creates the legal basis to enforce obligations for child and medical support. The court order provides the legal basis to assist a family to get social security benefits for a child; the more court orders established, the more children could receive the support to which they are entitled.

How are we doing? San Luis Obispo County ranks among the highest in the state for securing court orders for child & medical support. Please note it is not possible to attain 100%, because a portion of our caseload is always in the process of establishing paternity and support, and a small percentage of our caseload involves non-custodial parents whose identity or whereabouts are unknown. The statewide average for the FFY 02/03 is 76.40 %. We ranked # 2 in FFY 02/03 in this category.

Department Goal: To improve the standard of living for the families we serve by ensuring a high percentage of current child support collections.

Community-wide Result Link: A healthy and prosperous community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of current support collected.	60.21%	61.00%	59.80% CASES did not calculate correctly for counties	63.00%	63.70%	64.00%

What: The total current support collected during the course of the year as compared to the total amount of current support owed during the course of the year.

Why: So that families/children receive the financial support to which they are legally entitled.

How are we doing? The Department aggressively pursues collection from non-custodial parents who owe current support. The statewide average for the FFY 02/03 is 45.20%. We ranked # 2 in FFY 02/03 in this category.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of cases determined to be “in compliance” by state audit.	97.50%	95.70%	97.90%	95.00%	96.00%	95.00%

What: The state conducts compliance and data reliability case reviews on an quarterly basis evaluating 7 factors of establishment, review & adjustment, enforcement, collections & distribution, interstate, medical support, and case closure.

Why: To ensure compliance with legal and mandated requirements.

How are we doing? 80% compliance is required to pass audit. This Department has never failed an audit and consistently exceeds the 80% requirement. Also, the compliance review is being done on a quarterly basis effective the quarter ending 09/30/03.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of child support cases in which past due support is owed and payment is received during the federal fiscal year	68.46%	66.00%	66.29%	67.30%	63.90%	68.00%

What: This measures the number of cases in which a collection of past due support was received during the federal fiscal year.

Why: So that families/children receive the financial support to which they are entitled.

How are we doing? The statewide average for the FFY 02/03 is 55.4%. We ranked # 6 in FFY 02/03 in this category.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Total child support dollars collected per $1.00 of total expenditure.	2.85	3.22	3.06	N/A	2.95	3.00

What: This is an efficiency measure relating to the cost effectiveness of collection activities.

Why: To ensure that the cost collection ratio compares favorably to other counties within the state.

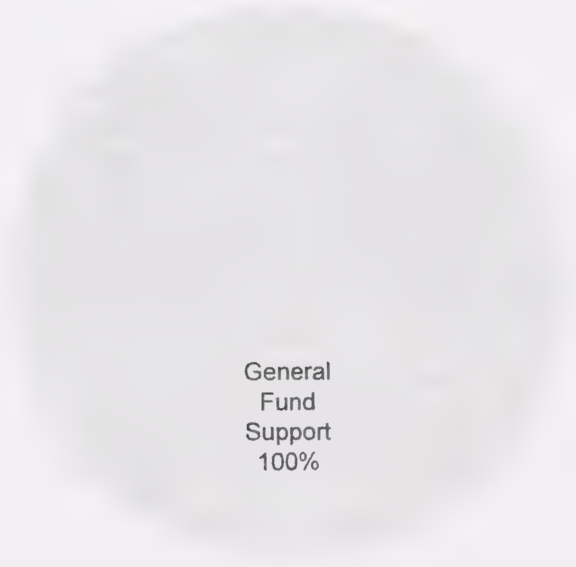
How are we doing? Results will be reported by the State with a one-year delay. San Luis Obispo consistently ranks in the top third of all counties in this category. The Statewide average for the FFY 02/03 is $2.31. For State Fiscal Year (SFY) 03/04, Child Support Services collected approximately $16.07 million in child support for children in the county.

PURPOSE

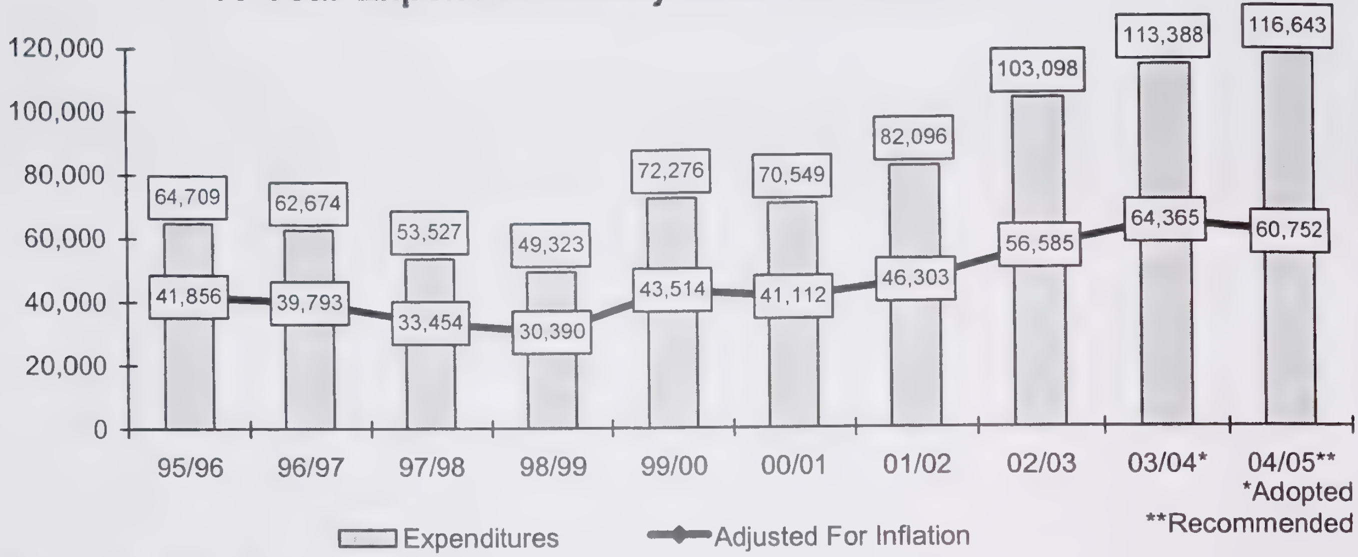
To review the operation and management of certain public entities and recommend corrective action where appropriate. To investigate allegations of misconduct and violations of law.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 23,269	$ 26,355	$ 27,252	$ 27,252	$ 27,252
Services and Supplies	79,829	86,163	87,666	89,391	89,391
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 103,098	$ 112,518	$ 114,918	$ 116,643	$ 116,643
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 103,098	$ 112,518	$ 114,918	$ 116,643	$ 116,643
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 103,098	$ 112,518	$ 114,918	$ 116,643	$ 116,643

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Committee Investigations

To fulfill the responsibility of reviewing county, city and other public entity operations and management. Certain departments and agencies are selected each year for thorough committee investigation. Interim or final reports, which acknowledge needs, recommend improvements and suggest possible corrective measures, are prepared for submission to the Board of Supervisors.

Total Expenditures: $ 93,314 Total Staffing (FTE): 0.4

Special Investigations

With the approval of the Superior Court, the Grand Jury may order special audits and special investigations of various county and city government operations.

Total Expenditures: $ 23,329 Total Staffing (FTE): 0.1

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Grand Jury is a body of citizen volunteers who are appointed by the Superior Court. Although the Court appoints the Grand Jury, the County is obligated to cover the operational costs of the Grand Jury. These costs include the services of a part time (.5 FTE) Administrative Assistant, provision of meeting place and office, training, services and supplies, mileage and a $15/day stipend paid to each Grand Juror for each day the Grand Jury meets. The Grand Jury is funded entirely with General Fund dollars.

The General Fund Support for the Grand Jury is increasing by 2%, or about $3,200 over the FY 03-04 level. The increase is largely related to the prevailing wage and workers compensation costs related to the part time Administrative Assistant.

BOARD ADOPTED CHANGES

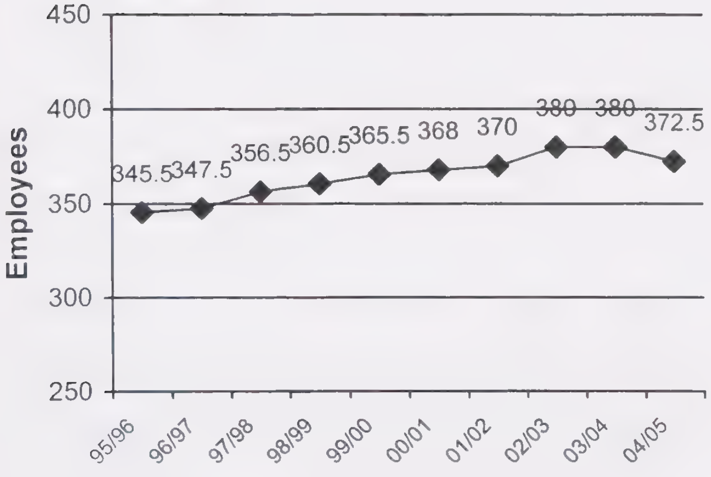
None.

MISSION STATEMENT

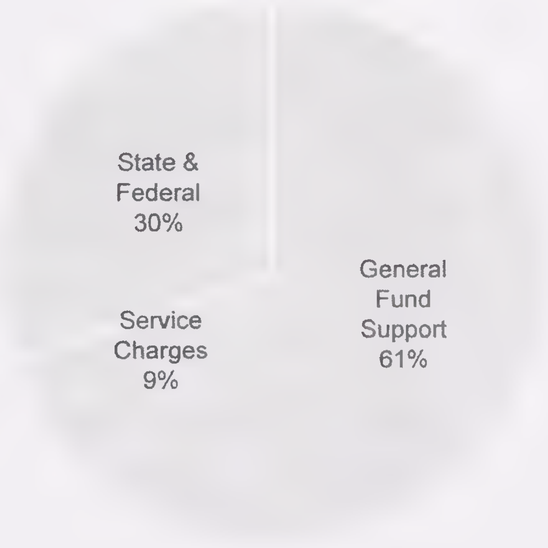
The Mission of the San Luis Obispo County Sheriff's Department is to protect all life and property and to provide service, security and safety to the community, as directed by law and moral responsibility.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 30,506,371	$ 32,369,211	$ 33,121,016	$ 32,339,353	$ 32,339,353
Services and Supplies	4,264,053	4,178,396	4,766,788	4,754,093	4,791,793
Other Charges	0	289,086	0	0	0
Fixed Assets	374,523	394,987	0	0	172,171
**Gross Expenditures	$ 35,144,947	$ 37,231,680	$ 37,887,804	$ 37,093,446	$ 37,303,317
Less Intrafund Transfers	91,506	57,185	107,683	107,683	107,683
**Net Expenditures	$ 35,053,441	$ 37,174,495	$ 37,780,121	$ 36,985,763	$ 37,195,634
Revenues	15,363,613	16,067,439	13,923,580	14,946,351	15,156,222
General Fund Support (G.F.S.)	$ 19,689,828	$ 21,107,056	$ 23,856,541	$ 22,039,412	$ 22,039,412

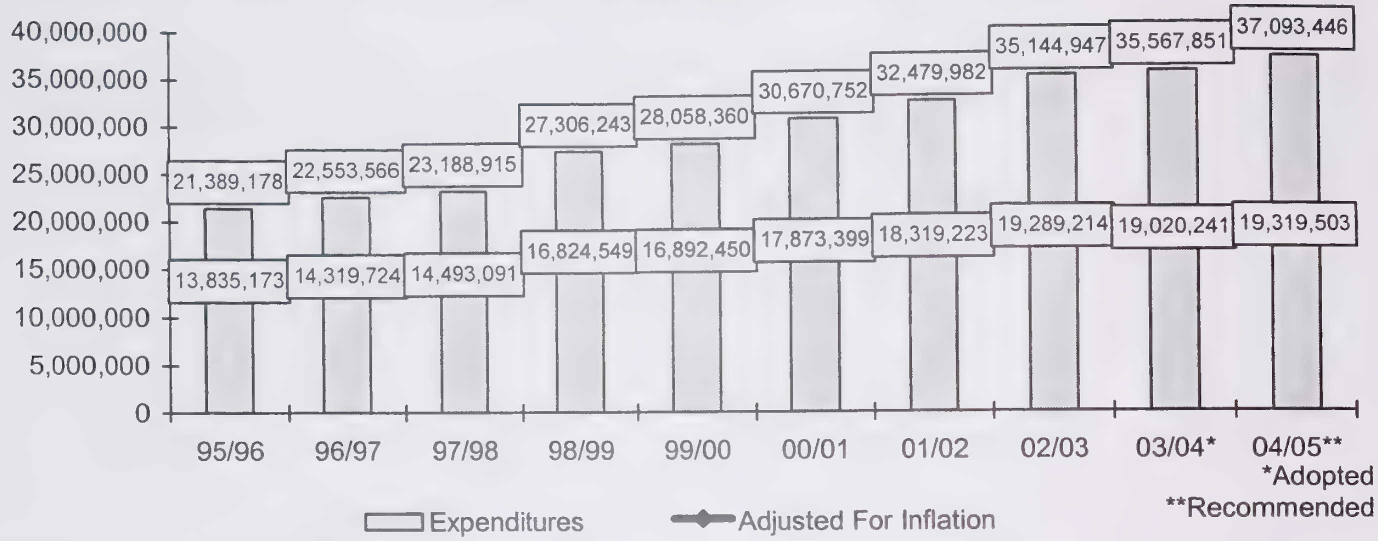
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Direct, coordinate, and control the functions of the Department of Sheriff-Coroner-Marshal.

Total Expenditures $638,887 Total Staffing (FTE): 4.0

Administrative Services

Provide training as required by the California Commission on Peace Officer Standards and Training (P.O.S.T.) and California Board of Corrections for all peace officers and correctional offices, and for other employees as needed.

Total Expenditures $974,551 Total Staffing (FTE): 7.0

Automation Services

Provide automated support, computer systems and statistical information to all divisions of the Sheriff-Coroner's Department.

626853

Total Expenditures: ~~$555,292~~ Total Staffing (FTE): 4.0

Civil

Receive and serve all civil processes and notices including summons, complaints, attachments, garnishments, and subpoenas. Provide bailiff services to the Courts.

Total Expenditures: $2,389,201 Total Staffing (FTE): 25.5

Custody

Operate the County Jail; provide custodial care, vocational training, rehabilitative services, booking, food services, inmate work assignments, alternate forms of incarceration, operation of the court holding facilities and transportation of jail inmates to and from court.

Total Expenditures: $13,141,727 Total Staffing (FTE): 161.0

Detectives

Investigate criminal activities and prepare for prosecution where indicated, provide coroner investigative functions, and determine the circumstances, manner, and the cause of all violent deaths. Coordinate a countywide crime prevention program designed to educate the residents of the County in security and prevention techniques and precautions.

Total Expenditures: ~~$2,432,292~~ Total Staffing (FTE): 19.0

2443,047

Fiscal Services

Provide budget, payroll, accounting support, and grant management for all divisions of the Sheriff-Coroner's Department.

Total Expenditures: $1,610,455 Total Staffing (FTE): 5.0

Patrol

Preserve the peace, respond to citizen's requests for assistance, and prevent criminal activity.

Total Expenditures: $13,192,424 Total Staffing (FTE): 122.0

Records and Warrants

Processes, stores, and maintains Department criminal records and warrants; receives and processes permit applications; coordinates extraditions; fingerprints applicants, and registers all sex, drug, and arson offenders residing within the Sheriff's Department's jurisdiction.

Total Expenditures: $776,182 Total Staffing (FTE): 12.0

Special Operations

Conduct investigations involving illegal drug possession and sales, unlawful activity associated with criminal street gangs and augment Patrol in addressing special problems in communities.

Total Expenditures: $1,509,990 Total Staffing (FTE): 13.0

DEPARTMENT COMMENTS

The Sheriff's Department is dedicated to working with the residents of this county to maintain the quality of life that we have grown accustomed to over the years. Whether we are in times like now, of tight fiscal constraints, or in times of financial growth, the partnerships between the department and the communities we serve is essential. The department strives to be proactive in preventing criminal activity as well as aggressively pursuing those who live outside the law. San Luis Obispo County remains the safest county in reported crime with over 100,000 in population.

During the past year, a good deal of progress has been made in bolstering our rural crime prevention efforts. Two deputies who were assigned to work exclusively on rural crime issues have been instrumental in extending our crime prevention programs out into the farms and ranchlands. Educating ranchers, farmers and agriculturists on methods of reducing their vulnerability to crime has shown rewards. This county now has a coordinated program with central valley counties in tackling rural crime problems of mutual interest involving the same suspects.

Other programs continue to show positive results. Deputies have been assigned to schools for a number of years now. The education and interaction have resulted in personal successes for many borderline students. The established trust between students and deputies has resulted in developing information that has allowed the department to close out various criminal cases. Additionally, the Gang Task Force (GTF) has been successful in keeping gang activity under control. GTF has worked closely with narcotic units in conducting detailed investigations that have involved documented gang members conducting drug sales to finance their illegal activities.

New or expanded programs are being implemented. While jail staff has worked closely with Mental Health staff over the years, we are currently working in a cooperative effort with other county and city agencies to expand mental health services in an effort to keep the mentally ill out of jail. The county jail has the most mental health patients of any county facility. With early intervention, many mental health inmates could be treated and diverted from the criminal justice system. In turn, not only will this help the individual, but it will reduce the jail population and reduce other criminal justice system costs.

Unfortunately, many of these enhanced programs come at a cost. The funding for existing personnel is competing with increases in uncontrolled expenses and cost of living increases. This year, the department, as of today, is facing an increase of over $2,500,000 in county overhead, workers' compensation, insurance and COLA's. Without adequate funding, most of the programs identified above will be severely impacted, as will staffing for patrol and jail operations.

The Sheriff's Department, for the third year in a row, is not requesting additional personnel from the county. While there continues to be population growth in the unincorporated areas of the county, and the calls for service are increasing, the department is cognizant of current funding constraints. No fixed assets are being requested in this year's budget.

The department continues to operate within the confines of the approved annual budget. We have been successful in seeking outside funding sources to meet the county and department needs, including funding to install a bullet trap so lead bullets are not fired into the existing earthen embankment at the firing range. We have also received approval for federal funding to upgrade the capabilities of the department's forensics lab. We are also undertaking a three-year project to upgrade all the in-car video systems to improved digital technology. Having previously outfitted every patrol vehicle with video and audio recording, deputies have benefited from the ability to review their activities for training purposes. The recorders have realized significant success in resolving citizen complaints. Digital capability will increase video quality and reduce needed storage space.

The submitted status-quo budget, while not providing for any increase in resources, does allow the department to respond to most calls for service in a reasonable time and to meet the mandates of the Office of the Sheriff. This has been achieved through adjustment of personnel and assignments. The dedication of men and women working for the Sheriff's Department has allowed the department to meet the growing demand for service with existing resources.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The FY 04-05 recommended budget for the Sheriff/Coroner provides a total of almost $37 million in expenses, a $1.5 million increase over FY 03-04. Approximately 54% of the increase is related to salary and benefit costs and the remainder is attributable to a $697,000 increase in service and supply costs. The General Fund Support for this budget unit is recommended to increase by $525,300, or 2% above FY 03-04 levels. It is important to note that the recommended General Fund amount reflects three factors. The factors include:

- A reduction in the number of Sheriff/Corner staff positions by 7.5 positions.
- The Deputy Sheriff's Association (DSA) has not yet reached an agreement on the prevailing wage increase for FY 03-04; therefore the recommended budget does not include the DSA prevailing wage increase.
- A $1.3 million increase in Proposition 172 revenue that offsets some of the increased costs.

The recommended budget includes the reorganization of the Sheriff's management structure. The current structure is comprised of the Sheriff, two Chief Deputies, two Captains and seven Lieutenant positions. The Sheriff/Coroner is elected and all of the other positions are in the classified Civil Service category. The Sheriff/Coroner proposes to restructure the management organization by:

- Creating a new Undersheriff position to provide for a clear "number two" position in the department. This position will be "at–will" and be in the Unclassified Civil Service Category.
- Combining the Chief Deputy and Captain positions into three Chief Deputy positions, each Chief Deputy being responsible for a functional area of the department. The title of Captain will be eliminated.
- Change the name of the Lieutenant position to Commander.

The number of positions in management will remain the same. The reorganization is to be salary neutral. The Undersheriff salary will be equivalent to the salary of the existing Chief Deputy position. The proposed Chief Deputy position salary will be equivalent to the salary of the current Captain position. The proposed Commander positions salary will be equivalent to the existing Lieutenant position salary. The Sheriff's reorganization is recommended for approval. The implementation of the reorganization will be conducted in accordance with all applicable rules and ordinances.

The recommended budget includes a reduction or 7.5 positions out of the 380 positions funded in FY 03-04. Positions proposed for elimination include 5 Limited Term Deputy positions, one Limited Term Sergeant position and 1.5 Legal Clerk positions. The Deputies and the Sergeant positions were Limited Term positions tied to funding from local school districts, and state and federal grant funding. The recommendation is consistent with the Board of Supervisors policy not to use General Fund dollars to backfill eliminated grant revenue. The recommended staff reductions reduce expenses to in the budget by about $605,000. Some service levels may return to pre-grant levels, however, discussions with the Sheriff indicate that no specific programs will be eliminated. Impacts of the reductions will be spread over the department so as to minimize the direct impact upon services provided to the public.

The Sheriff/Coroner has also proposed to create a new job class that will handle the forensic evaluations required to investigate criminal activity. Currently sworn public safety personnel, who rotate into this function, accomplish forensic evaluations. The Sheriff/Coroner proposes to exchange two Senior Deputy positions for two civilian positions that will specialize in forensic evaluations. This will result in the elimination of two of the thirty-two Senior Deputy positions currently in the department and the creation of two civilian Forensic Specialist positions. The proposal will result in salary and benefit savings, estimated to be over $45,000 in the first full year and an ongoing annual cost savings of about $22,000. The savings are due to the reduced salary and benefit costs associated with replacing two Senior Deputy positions with two civilian forensic specialist positions. By having positions dedicated to forensic specialties, the Sheriff/Coroner believes there will be greater consistency in this function, while at the same time reducing the costs of the function. This recommended budget includes this proposal.

The recommended budget does not include FY 03-04 prevailing wage increases for employees who are represented by the DSA. This amount would normally be included in the budget, however negotiations with the DSA are not completed at the time this budget was prepared. The DSA represents about 270 of the 373 positions in the recommended budget for the Sheriff/Coroner. To provide a measure of context, the annualized cost of latest prevailing wage increase for the DSA was about $1.3 million. The costs associated with a new labor agreement with the DSA will be a significant additional expense to this budget.

Service and supplies expenses are recommended to increase by 17%, or $697,000. About $570,000 of the increase is attributable to increased insurance costs and countywide overhead charges. A $52,000 increase in maintenance contracts is largely related to increasing costs related to the maintenance of technology systems recently implemented by the Sheriff/Coroner. Garage charges are also increasing by $50,000.

Revenues are recommended to increase by 7% or about $994,000. The substantial increase in Proposition 172 revenues, $1.3 million dollars in the recommended budget, accounts for all of the revenue increase plus makes up for other revenue sources, which are declining, or being eliminated. Revenues that show a decline or are being eliminated include:

- $500,000 Rural and Small County Crime Prevention Funds eliminated by the state.
- $84,000 in Federal COPS ahead dollars
- $23,000 in billings for Sheriff Security services
- $142,000 in state grants and other state reimbursements

There are a number of revenues that are showing some increase, including a $47,000 increase in federal collection incentives and one-time grant funds for marijuana suppression that adds $227,000. Although this recommended budget includes an increase in General Fund contribution of over $500,000, the actual General Fund contribution is expected to be substantially higher once the DSA reaches agreement with County on prevailing wage and benefit increases.

BOARD ADOPTED CHANGES

The Board of Supervisors approved a Proposed Budget Supplemental Document item for the Sheriff-Coroner Department budget. The Supplemental Document item included the following:

1. Approve the first phase of a proposed three-year project to replace existing patrol car camera systems with digital in-car camera systems to capture audio and video recordings of vehicle stops and patrol activities. The first year cost includes $37,700 added to the service and supplies accounts, adding $89,855 to fixed assets and the fixed asset account and adding the total of $127,555 to revenues from the State Criminal Alien Assistance Program (SCAAP) Trust Fund.
2. Appropriate $71,561 to fund a technology project changing the Sheriff-Coroner Department Local Area Network (LAN) from Token Ring to Ethernet technology. This change is consistent with the County's technology strategic plan and will improve network performance in the department. The project will be funded by adding $ $47,500 of SCAAP funds and $24,061 of California Highway Patrol Fund to department revenues. $71,561 from the above funding sources is added to the fixed asset list and account for this budget.
3. Add one photocopier to the fixed asset list and account at a cost of $10,755. SCAAP funds will be used to purchase the photocopier.

GOALS AND PERFORMANCE MEASURES

Department Goal: Perform the mandates of the Office of Sheriff-Coroner, investigate crime, enforce laws, and prevent criminal activities.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual California Crime Index (CCI) for law enforcement agencies that serve populations over 100,000 in the State.	603	640	535	Below statewide average	No Data Available at this time	N/A

What: This tracks the number of serious crimes reported each year for all law enforcement agencies (i.e., police departments, sheriff departments, and cities that contract for law enforcement) serving populations over 100,000.

Why: This compares the crime rate for serious offenses in the unincorporated area of the County with that of other law enforcement agencies that serve populations of 100,000 or more. For calendar year 2002 (latest figures), the CCI in the unincorporated area of the County was 535 serious crimes per 100,000 population. The statewide average was 3,671 serious crimes per 100,000 population.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the CCI. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the Coast Station area of the county.	New Measure	100%	82%	85%	75%	85%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The Coast Station area extends from Avila Beach and up the coastline to the Monterey County line.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? Coast Patrol Station responded to 75% of the high priority – life threatening calls for service in less than 10 minutes. All emergency calls were examined and it was determined the calls for service with response time above the target time were in remote areas resulting in extended driving time. The average response time for all high priority calls was 7 minutes and 33 seconds. Those exceeding the 10 minutes response time averaged approximately 14 minutes. The Coast Patrol Station services approximately 900 square miles.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of high priority, life threatening calls for service that receive a 15 minute response time in the North Station area of the county.	New Measure	50%	75%	85%	70%	80%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The North Station area covers inland north county from Santa Margarita to Monterey and Kern County lines.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? North Patrol Station responded to 70% of the high priority - life threatening calls for service in less than 15 minutes. All emergency calls were examined and it was determined the calls for service with response time above the target time were in remote areas resulting in extended driving time. The average response time for all high priority calls was 12 minutes and 42 seconds. Those exceeding the 15 minutes response time averaged approximately 23 minutes. The North Patrol Station services approximately 1,300 square miles.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of high priority, life threatening calls for service that receive a 10 minute response time in the South Station area of the county.	New Measure	100%	68%	85%	90%	85%

What: This measures the amount of time that elapses from the time the first patrol unit is dispatched to the call to arriving at the scene. The South Station area extends from the City of San Luis Obispo and Avila Beach, south to the Santa Barbara County line.

Why: Timely response is critical to successful resolution of a life threatening call for service.

How are we doing? South Patrol Station responded to 90% of the high priority - life threatening calls for service in less than 10 minutes. All emergency calls were examined and it was determined the calls for service with response time above the target time were in remote areas resulting in extended driving time. The average response time for all high priority calls was approximately 6 minutes. The South Patrol Station services approximately 1,300 square miles.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as homicide.	50%	100%	50%	Better than FBI national average	No Data Available at this time	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the Federal Bureau of Investigation (FBI), this measure shows the percentage of homicide investigations that result in an arrest by the Sheriff's department.

Why: Arrest rates are indicative of effectiveness.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as forcible rape.	62%	67.9%	68%	Better than FBI national average	No Data Available at this time	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of forcible rape investigations that result in an arrest by the Sheriff's department.

Why: Arrest rates are indicative of effectiveness.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the UCR. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as robbery.	17%	33.3%	50%	Better than FBI national average	No Data Available at this time	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of robbery investigations that result in an arrest by the Sheriff's department. The Penal Code defines robbery as the taking or attempting to take anything of value from the care, custody or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Why: Arrest rates are indicative of effectiveness.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the UCR. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as aggravated assault.	80.6%	83.9%	84%	Better than FBI national average	No Data Available at this time	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of aggravated assault investigations that result in an arrest by the Sheriff's department. The Penal Code defines aggravated assault as the unlawful attack by person(s) upon another for the purpose of inflicting severe or aggravated bodily injury.

Why: Arrest rates are indicative of effectiveness.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the UCR. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as burglary.	21.1%	20.5%	21%	Better than national average	No Data Available at this time	Better than national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of burglary investigations that result in an arrest by the Sheriff's department. The Penal Code defines burglary as the unlawful entry of a structure to commit a felony or a theft.

Why: Arrest rates are indicative of effectiveness.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the UCR. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Arrest rate for crimes classified as theft.	23.3%	17.5%	23%	Better than FBI national average	No Data Available at this time	Better than FBI national average

What: Using national Uniform Crime Reporting (UCR) data collected by the FBI, this measure shows the percentage of theft investigations that result in an arrest by the Sheriff's department. The Penal Code defines theft as the taking of the personal property of another.

Why: Arrest rates are indicative of effectiveness.

How are we doing? We are unable to provide data for our adopted performance measure. The FBI is in the process of establishing a new national crime index and has suspended the use of the UCR. The Sheriff's Department has contacted the DOJ / FBI regarding the criterion for the new crime index and implementation date, and was advised no definitive answers were available.

11. Perfomance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of cases submitted to the Detective Division and Special Operations Unit of the District Attorney that result in a filing of criminal charges.	New measure	92.6%	93%	90%	94%	90%

What: This measures the quality of work done by Sheriff's Department prior to submitting a case to District Attorney for filing of criminal charges.

Why: Filing rates are indicative of effectiveness.

How are we doing? The Sheriff's Department submitted 208 criminal cases to the District Attorney and 195 of these cases were accepted and filed by the DA. This results in a 94% filing rate.

Department Goal: Foster a safe environment for inmates and jail employees.

Communitywide Result Link: A safe community.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Monthly physical altercation rate per hundred inmates at the Main Jail.	New measure	1.02%	1.13%	1.00%	1.42%	.75%

What: This measure tracks our success relative to keeping the Main Jail safe for inmates and County employees alike.

Why: It is important to track the physical altercation rate at the Main Jail for two reasons: 1) it provides a measure for how safe our facility is; and 2) demonstrates the degree to which we effectively manage the inmate population.

How are we doing? The jail housed an average of 445 inmates per day during FY 03-04, with physical altercations equaling less than 1.42 per 100 inmates per month. The increase over prior fiscal year was attributed to one cellblock housing 8 inmates involved in mutual combat. There were 75 total injuries resulting from altercations: 69 injuries were to inmates and 6 injuries to correctional staff during the fiscal year.

Department Goal: Maintain the county jails and inmates committed therein as prescribed by law in a fair and humane manner.

Communitywide Result Link: A safe community.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Overtime as a percentage of the Custody salaries budget.	2.8%	2.1%	1.63%	3%	1.9%	2.5%

What: This measure tracks the amount of overtime expended annually by the Sheriff to keep the Main Jail running twenty-four hours a day, seven days a week.

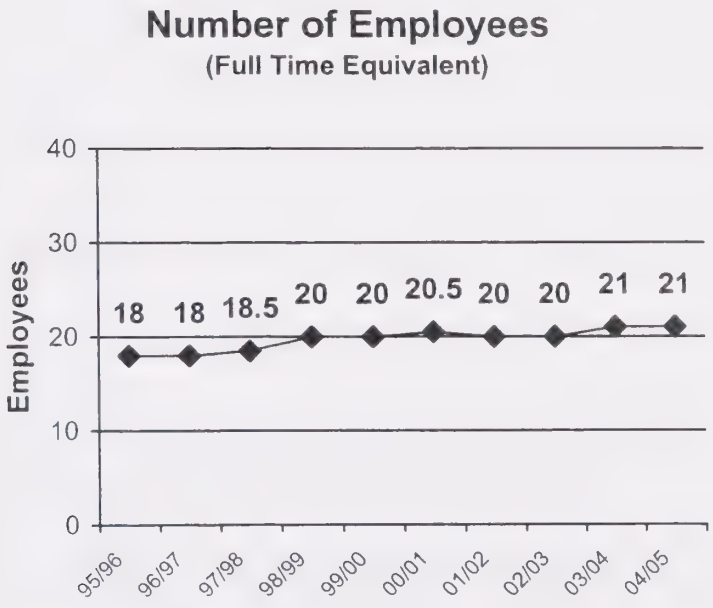
Why: Barring unforeseen emergencies/events, overtime costs can be kept in check by employing sound scheduling and management techniques. Tracking our efforts in this area demonstrates the Sheriff's commitment to maximize the use of limited resources.

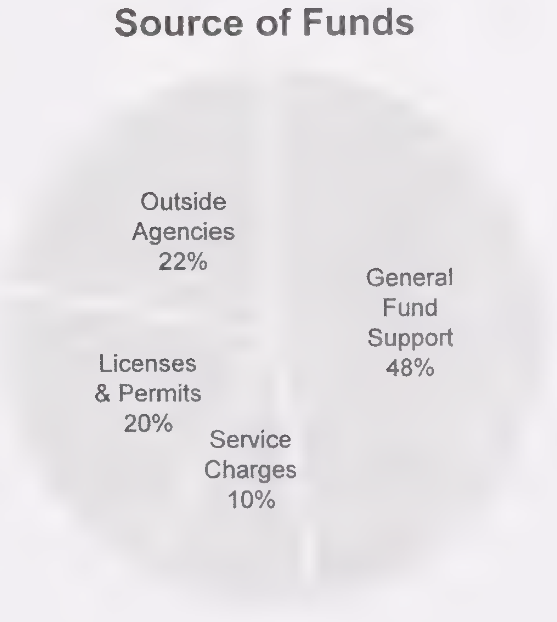
How are we doing? We have met our target and will continue to closely monitor the use of overtime at the jail.

MISSION STATEMENT

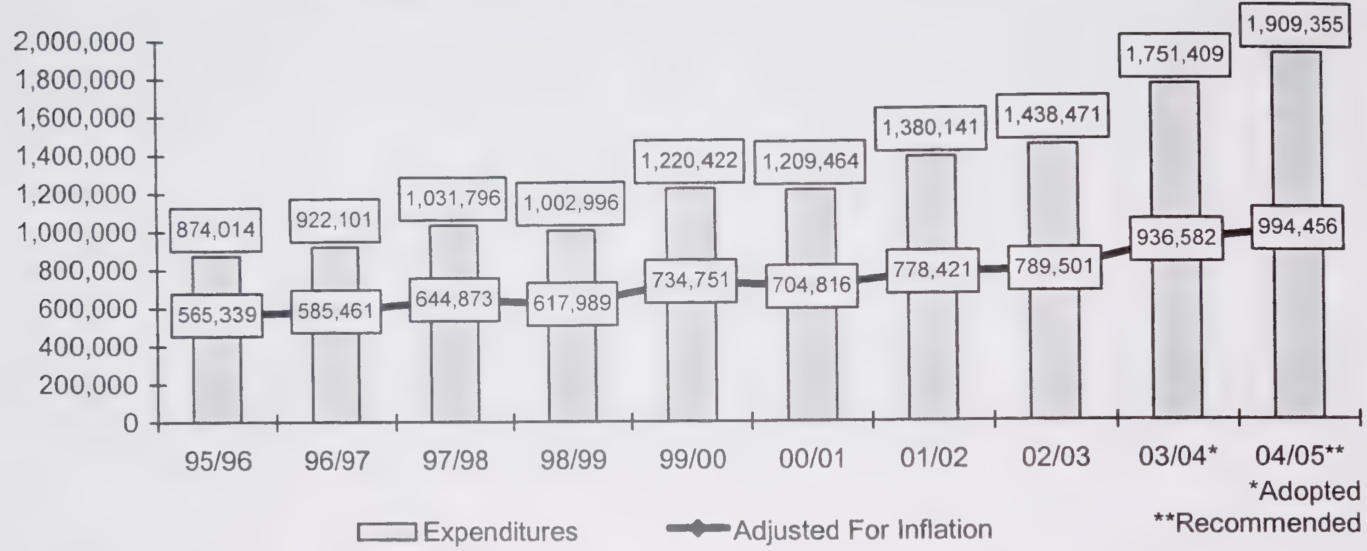
The Animal Services Division of the Sheriff's Department is dedicated to providing protection, education, and the humane treatment of animals in order to ensure a safe and healthy community and to promote the benefits of responsible pet ownership.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,072,431	$ 1,104,616	$ 1,547,160	$ 1,365,321	$ 1,365,321
Services and Supplies	366,040	467,817	563,620	544,034	544,034
Other Charges	0	0	0	0	0
Fixed Assets	0	23,030	0	0	0
**Gross Expenditures	$ 1,438,471	$ 1,595,463	$ 2,110,780	$ 1,909,355	$ 1,909,355
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,438,471	$ 1,595,463	$ 2,110,780	$ 1,909,355	$ 1,909,355
Revenues	802,013	857,342	1,005,837	1,005,837	1,005,837
General Fund Support (G.F.S.)	$ 636,458	$ 738,121	$ 1,104,943	$ 903,518	$ 903,518


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Manage and supervise animal service programs, negotiate contracts with cities utilizing the Division's services, maintain records, coordinate communications with dispatch including receiving and releasing of animals.

Total Expenditures: $ 297,938 Total Staffing (FTE): 2.0

Animal Placements

Provide opportunities for unredeemed, stray animals to find a new home. Utilize volunteers to assist in Adopt-A-Pet functions and to match potential owners with animals. Provide financial assistance for pet owners to spay or neuter their pets.

Total Expenditures: $ 250,225 Total Staffing (FTE): 3.5

Enforcement

Retrieve stray animals and dogs in violation of the leash law; respond to public complaints and nuisance abatement proceedings; provide permits for commercial and non-commercial breeders, kennels, and pet shops; provide immediate response to rabid animal calls and coordinate humane disposition. Investigate animal abuse cases and owner requested services to pick up, shelter, or euthanize owned animals.

Total Expenditures: $ 699,592 Total Staffing (FTE): 9.0

Humane Education

Provide communities with pet-related information that serves the public and furthers the mission and goals of the Animal Services Division. Implement education programs that are directed at individuals and groups of individuals associated with service organizations, schools, and community groups.

Total Expenditures: $ 79,895 Total Staffing (FTE): .50

Licensing

Protect the public by verifying that dog rabies vaccinations are current, collecting licensing fees, issuing licenses, and enforcing license ordinances and state and local rabies control laws. Includes rabid animal reporting and testing; quarantine, bite report coordination, and investigation coordination.

Total Expenditures: $ 275,585 Total Staffing (FTE): 3.5

Sheltering/Euthanasia

Maintain safe and clean kennel facilities to house strays and animals placed on "hold" by law enforcement; quarantine bite animals; coordinate redemption of animals by owners; and humanely dispose of ill, injured, and unwanted animals.

Total Expenditures: $ 306,120 Total Staffing (FTE): 2.5

DEPARTMENT COMMENTS

The General Fund Support budget formulated by Animal Services included mandatory county-wide increases in both the salary and benefits and services and supplies categories, effecting reductions in personnel and the majority of services and supplies accounts. The salary and benefits category increases are attributed to non-discretionary cost of living and step increases, inequity adjustments, and workers compensation rates. To decrease the salary and benefits category to meet the General Fund Support budget requirements, salaries for two (2) permanent positions were excluded from the budget proposal. After the costs of two positions were eliminated from the budget, there was a 9% increase in the salary and benefits accounts due to uncontrollable costs. Within the services and supplies category, Animal Services again was confronted with increases beyond its control, including a 260% increase in our insurance billings and 80% in the matrix telephone charges. Animal Services reduced the fiscal year 2004-05, services and supplies categories by $2,898 over the current budget. Due to increased matrix charges, Animal Services eliminated spay/neuter discount certificates ($40,000). There are potential health and safety risks, and revenue losses, when the division is not at full staff. Animal Services did not request any new fixed assets in the General Fund Support budget.

Animal Services Status Quo budget requests an increase of 27% in General Fund support over the current year, totaling $241,425. The requested budget proposal reflects uncontrollable cost increases including a 105% increase in the workers compensation rate, a 260% increase in insurance billings, and an 80% increase in matrix telephone charges over the current year. The division's revenue will be increased by 13% from the current adopted budget from $887,891 to $1,005,837. This is in part, to negotiated contractual agreements with the seven cities in the county allowing for an annual 20% fee increase and approval by the Board to increase the licensing fees. We are requesting full staffing and are not requesting any fixed assets in the Status Quo budget.

During the calendar year 2003, Animal Services euthanasia rate dropped 30% from calendar year 2002 (915 to 645). Animals entering our shelter continue to be scanned for microchip implantations enabling the division the ability to return the dog or cat to its rightful owner and receive vaccinations to assist in preventing the spread of disease. Every dog and cat adopted from the shelter receives microchip implants. Animal Services continues to maintain a partnership with the San Luis Obispo County Animal Alliance, humane societies, independent animal rescue groups, veterinarians, and animal business owners.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for Animal Services provides an 8%, $157,946, increase in expenditures over the FY 03-04 budget. General Fund Support for this budget is raised by $40,000, about a 3% increase. All current positions are recommended for funding.

The division has incorporated about $220,000 salary savings from vacant positions as well as positions funded through workers compensation. Even with these salary savings, prevailing wage, and in particular, workers compensation cost increases result in a $120,800 rise in salaries and benefit expenses, 9% above the FY 03-04 level. Consideration was given to reducing staff to control rising expenses in this budget. However, reducing staffing, with a concurrent reduction in service levels, would have an adverse impact upon the division's contractual obligations with cities as well as upon the revenue generated from these contracts. Consequently, staffing levels are maintained at FY 03-04 levels for this division.

Service and supply expenses are also increasing by 7%, or $37,100 above FY 03-04 levels. This reflects a variety of increases and decreases in various accounts, with countywide overhead and insurance costs increasing by about $34,200. Funding for the Spay Neuter Program, $40,000, is at the same level as FY 03-04.

Revenues are increasing by $117,946. This 17% increase is largely related to scheduled increases in the contracts with cities and increased revenues from animal license fees. Overall, this budget maintains contract service levels to cities, services at the division run animal shelter, and spay-neuter program funding.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Protect the public and domestic animals from injuries and disease by responding to citizens and calls for services.

Communitywide Result Link: A safe and healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of stray animals picked up for the fiscal year.	3,354 stray animals picked up	3,215 stray animals picked up	2,913 stray animals picked up	3,200 stray animals picked up	2,775 stray animals picked up	2,900 stray animals picked up

What: Animal Services routinely patrols the county, picking up stray animals and providing housing at the shelter.

Why: Our goal is to enhance the health and safety of the animals and the community.

How are we doing? We believe Animal Services' pro-active approach in its humane education program and the contribution of spay/neuter vouchers assisted in reducing the number of stray animals in our community. There were 138 fewer stray animals picked up then in the prior fiscal year. We will continue to educate the public about responsible pet ownership and offer spay/neuter vouchers in fiscal year 2004-2005.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of dogs and cats involved in bite incidents (with humans) that are quarantined.	83%	83%	82%	80%	82%	82%

What: Animal Services investigates and locates dogs and cats involved in biting of humans, resulting in the quarantining of these animals.
Why: Animal Services is required by state mandate to confine / quarantine all animals involved in animal to human biting incidents. This is done to protect the public from the spread of diseases (i.e. rabies).

How are we doing? At fiscal year-end, Animal Services had an 82% success rate in locating animals involved in biting incidents with humans. We are continually trying to improve our percentage however; we are challenged with locating feral cats and owners of stray dogs.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of dogs licensed for the fiscal year.	12,382 dogs licensed	13,341 dogs licensed	15,657 dogs licensed	16,000 dogs licensed	12,741 dogs licensed	16,200 dogs licensed

What: This measure tracks the number of licensed dogs in the county.

Why: Licensing dogs is a tool to protect the public and the county's ordinances. Licensing dogs helps Animal Services return lost pets to their rightful owners.

How are we doing? During the fourth quarter, Animal Services implemented a new animal management software. Our license renewal notification was suspended during the transfer of data from the existing system to the new system. During the suspension, our automation staff developed and customized reports and license notices. This resulted in a deficit of license renewals (2,900) being mailed to pet owners. Currently, we are sending license renewal notifications to our customers. The automation staff is researching new ways to improve the output from both systems.

Department Goal: Provide a safe and clean environment for all sheltered animals, thus improving opportunities for increased adoption, redemption, and overall health to the animals.

Communitywide Result Link: A safe and healthy community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of animals adopted during the fiscal year.	30%	42%	57%	48%	61%	59%

What: This measure reflects the percentage of animals adopted from our shelter annually.

Why: This measures the success of our animal adoption program.

How are we doing? At year-end, adoptions increased 4% from fiscal year 2002-2003. Our staff and volunteers are continuing in their objective to maintain a safe and healthy environment at the shelter, thus improving the opportunities to increase adoption rates. There were 2,295 dogs and cats adopted during the fiscal year 2003-2004.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of animals redeemed for the fiscal year.	18%	17%	21%	20%	22%	24%

What: Animal Services tracks the number of lost animals reunited with their owners each year.

Why: This measures the success of our efforts to reunite lost pets with their caregivers in a safe and healthy condition.

How are we doing? Animal Services exceeded its fiscal year's goal of increasing the owner redemption of animals by 2 percent. One variable that helped increase animal redemption in our shelter was from the recent approval of funds by the County Board of Supervisors' to purchase microchip implants. Dogs and cats adopted from our shelter receive microchip implants, thus enabling the division to return dogs and cats to their rightful owners.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of adoptable dogs and cats euthanized by Animal Services.			10%	New Measure	9%	9%

What: Animal Services documents and reports the number of dogs and cats euthanized to the State.

Why: This measure helps us track the effectiveness of our animal adoption and redemption program.

How are we doing? ? In FY 01-02, 1350 dogs and cats were euthanized at the shelter. During the last fiscal year, the euthanasia numbers for dogs and cats decreased 36% to 866. Additionally, only 95 (10%) of the animals euthanized were considered adoptable using the definition developed by the Maddie's Fund Foundation. It is our objective to continue to educate our community to spay/neuter their pets, promote adoption and redemption, and work with the SLO County Animal Welfare Alliance to eliminate the euthanasia of adoptable dogs and cats at the shelter.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customer survey respondents who rated the kennel facilities, service, and staff as "satisfactory" or "excellent."	95%	94%	97%	90%	96%	90%

What: The Division has implemented a customer satisfaction survey.

Why: It is our goal to consistently provide great service to our customers and ensure our facility is safe and clean. This survey will assist Animal Services to make necessary changes or improvements as needed.

How are we doing? During fiscal year 2003-2404, over 96% of the responses of our customer service survey were positive. We review all comments and ideas in an effort to improve our division. "This was a friendly and heartwarming experience," and "You have a great staff," and "Your volunteers are angels," are a few comments from our customers. We will continually to strive towards excellence.

Department Goal: Provide a cost effective Animal Services operation that maximizes the funding available for services that benefits the public.

Communitywide Result Link: A well governed community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Administrative costs as a percentage of the Animal Services budget.	New Measure	21%	16%	19%	14%	19%

What: This measure tracks the administrative costs expended annually with the total budget.

Why: It's important to minimize the administrative costs and maximize funding for servicing and protecting the animals and citizens of San Luis Obispo County.

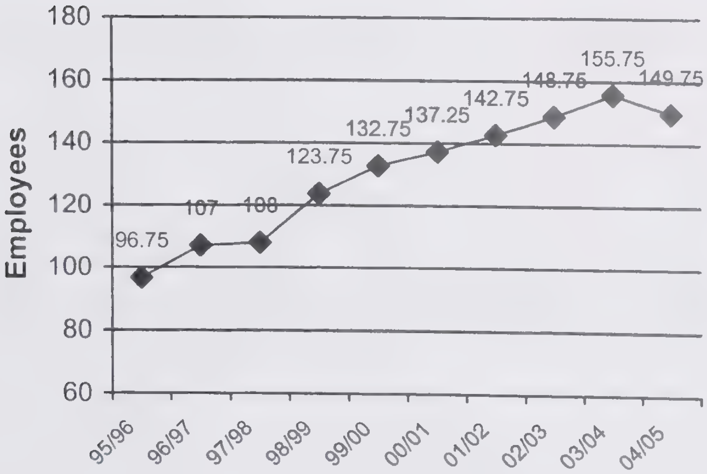
How are we doing? Animal Services was able to reduce our administrative costs from 16% during fiscal year 2003-2003, to 14% by fiscal year-end 2003-2004. It is the intent of the division to involve the Animal Services Manager in kennel operations due to his expertise as a veterinarian. The manager's direct involvement in the shelter results in healthier animals in our kennel.

MISSION STATEMENT

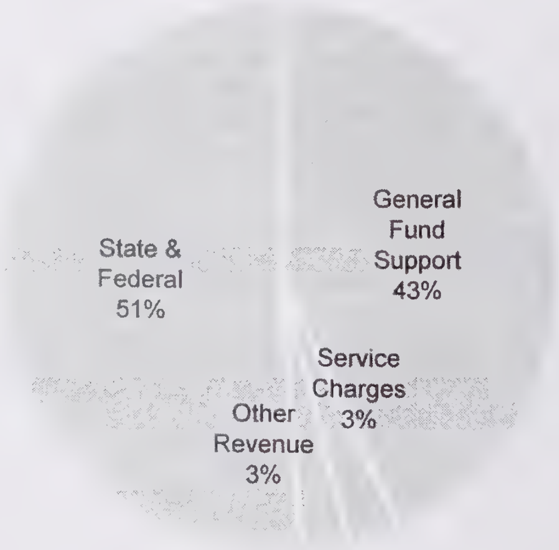
The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure juvenile hall; and facilitating the socialization of offenders.

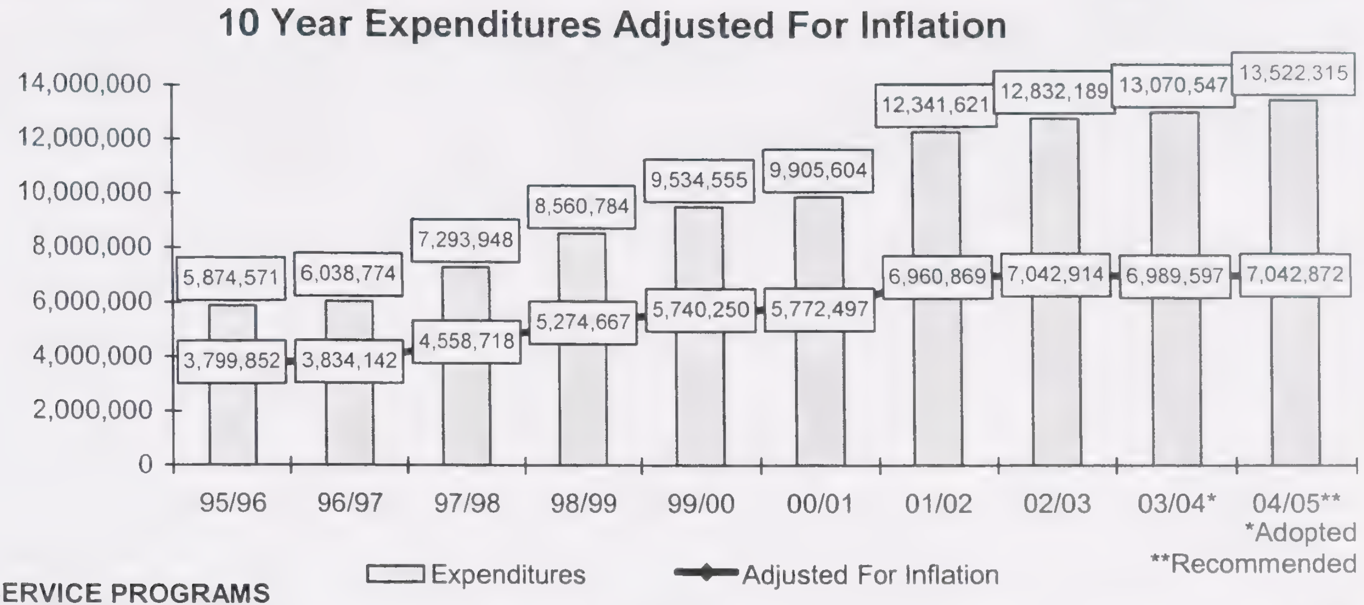
Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 9,414,438	$ 10,381,490	$ 10,655,348	$ 10,556,672	$ 10,634,208
Services and Supplies	3,326,001	3,432,529	3,407,147	2,957,743	2,967,743
Other Charges	91,750	800	7,900	7,900	7,900
Fixed Assets	0	12,012	0	0	0
**Gross Expenditures	$ 12,832,189	$ 13,826,831	$ 14,070,395	$ 13,522,315	$ 13,609,851
Less Intrafund Transfers	195,623	170,887	70,125	70,125	70,125
**Net Expenditures	$ 12,636,566	$ 13,655,944	$ 14,000,270	$ 13,452,190	$ 13,539,726
Revenues	7,371,524	8,166,023	7,448,898	7,717,514	7,805,050
General Fund Support (G.F.S.)	$ 5,265,042	$ 5,489,921	$ 6,551,372	$ 5,734,676	$ 5,734,676

Number of Employees
(Full Time Equivalent)



Source of Funds





SERVICE PROGRAMS

Administrative Services

Administration provides overall policy development, directs and coordinates the functions of the department, program oversight and development, community relations, personnel administration, and provides training as required by the State Standards and Training for Corrections (STC) and Board of Corrections for all peace officers, and for other employees as needed.

Total Expenditures: $1,382,939 Total Staffing (FTE): 10

Fiscal & Support Services

The Fiscal and Support services unit is responsible for the development and monitoring of the department budget; the procurement of services and supplies; Collections and disbursement of court ordered fines, fees, and restitution to victims, and automation support services.

Total Expenditures: $1,768,171 Total Staffing (FTE): 18

Detention Services

Manage and maintain the Juvenile Hall detention facility providing a safe and secure environment for youthful offenders in compliance with Title 15 and 24 of the California Code of Regulations which govern state-wide juvenile detention facilities.

Total Expenditures: $3,470,378 Total Staffing (FTE): 40.75

Juvenile Services

Provide services to the Juvenile Justice System along a continuum of care ranging from prevention and intervention to supervision and incarceration. These services include Diversion, Court Investigation, Community Supervision and placement in Foster Homes, Group Homes and Probation Camps. The Juvenile Division also engages in partnerships with the Department of Social Services, Mental Health, Law Enforcement Agencies, Drug & Alcohol Services and County School Districts in an effort to reduce the incidence of juvenile delinquency.

Total Expenditures: $3,580,615 Total Staffing (FTE): 40.0

Adult Services

Conduct investigations, provide information, and make recommendations to the Criminal Courts to assist decision makers in determining the appropriate disposition of cases. Protect the community through appropriate case management, prevention, intervention, and enforcement activities with felons and misdemeanants to ensure compliance with court orders while supporting the rights of victims. Programs include Deferred Judgment, Drug Court, Prop 36 drug offender, Domestic Violence, Gang Task Force and Sex Offender monitoring.

Total Expenditures: $2,546,934 Total Staffing (FTE): 33

Grant, Revenue Development & Special Projects

Research, identify and pursue funding opportunities from a variety of sources to develop, implement and sustain programs supporting the mission of the Probation Department. Maintain compliance with grant terms and conditions. Report progress and outcomes of programs to Federal, State and local agencies.

Total Expenditures: $860,814 Total Staffing (FTE): 8.0

DEPARTMENT COMMENTS

Fiscal year 2003/04 proved to be a year filled with successful collaborations while the department continually adjusted to become more efficient and effective in providing public safety services to the community.

Some of our significant accomplishments include: The collaboration of the Courts, Probation, Drug and Alcohol Services, the Sheriff's Department, the District Attorney's Office, and private treatment providers has led to the continued success of both Juvenile and Adult Drug Courts and the Proposition 36 Program combining accountability and treatment to address substance abuse in our community. An additional bonus is the development of an alumni group of graduates from Adult Drug Court, who will be mentoring participants in both the juvenile and adult programs. This program is the participant's way of giving back to the community. Our participation in the Criminal Justice/Mental Health Task Force has resulted in the implementation of a Mental Health Court. This court is the result of the commitment of the Superior Court, in collaboration with Probation, Mental Health, and the District Attorney's office. This court has been implemented without any additional funding, and is modeled after successful programs of accountability in other jurisdictions to more effectively serve our mentally ill probationer population. We developed a Probation Child Abuse Treatment program for adult offenders to meet this court ordered mandated program. This program has already positively impacted the lives of these probationers in lowering their propensity to commit additional acts of child abuse. Additionally, this program has resulted in a collaboration of treatment providers meeting to address the need for a systematic approach to the treatment of these offenders and their families as a sub-committee of the Domestic Violence Task Force. The Intensive Community Diversion program has successfully intervened with many families and youth to prevent their escalation into the formal Juvenile Justice system. This has been a delinquency prevention resource for local law enforcement agencies and schools in providing specialized community based services for those minors who are committing infractions and minor offenses.

The department successfully implemented the Comprehensive Collections Program, Targeted Case Management, and billing Title IVE on Adult cases this year. The Comprehensive Collections Program was an augmentation by your Board to increase the collection of delinquent court ordered restitution, fines, and fees. This program has covered the augmentation expenditures and brought additional revenue to the county. Additionally, the program results in more restitution being reimbursed to victims of crime. Targeted Case Management allows the department to bring down Medi-Cal dollars for Probation case management services for eligible adult offenders. This program is a collaboration between the Probation Department and the Health Agency. We are expanding our Title IVE revenue reimbursement to include pre-placement prevention services provided by Probation Officers to adult offenders who have a parental relationship with their children. All of these enhanced revenue efforts will partially offset potential budget reductions in fiscal year 2004/05. These revenue enhancements are part of the department's strategic plan submitted to your Board.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended FY 04-05 budget raises the General Fund Support for the Probation Department by $97,779, a 1% increase over FY 03-04 levels. While overall expenses will rise by 2%, or approximately $385,900, department revenues will help to offset much of the increase. Revenues will go up by about $288,100, or 3%.

Six positions are recommended for elimination in this budget. The positions recommended for elimination are: 2 Juvenile Services Officers; 1 Division Manager; 1 Deputy Probation Officer (DPO); 1 Supervising Legal Clerk; and 1 Legal Clerk. The reduction in positions saves about $400,000 in annual salary costs. The positions are being eliminated due to the decrease in Temporary Aid to Needy Families (TANF) funding. The reduction in staff will decrease service levels in juvenile home supervision, the DPOs handling domestic violence cases will carry a larger caseload, and the elimination of the Division Manager position reduces oversight of grants and special projects in the department. In addition, the loss of the Supervising Legal clerk and Legal Clerk reduce supervisory oversight of designated clerical staff and eliminates clerical support for TANF, grants and special projects. The

reduction in staff and service level is made necessary by the elimination of funding that supported the positions. The majority of the services provided by the Probation Department will remain at current levels.
It should be noted that even with the staff reductions in the proposed budget, wage and benefit expenses are still increased by $705,600, a 7% increase over FY 03-04 levels due to workers compensation costs and prevailing wage increases.

Services and supply expenses are decreasing by about $236,800. This reduction is accomplished despite increases in countywide overhead and insurance charges that total about $253,600. A number of different accounts are decreasing in order to achieve the reduced funding level in these accounts. The reductions include: closure of three juvenile service hubs tied to the Intensive Community Diversion Program saving about $72,500 in rental costs; deferral of computer replacements saving approximately $80,000; $10,000 in reduced office supply expense; a $43,900 reduction in professional services; and a $14,900 reduction in travel expenses. Although these accounts are recommended at a reduced funding level, the Probation Department will have over $2.9 million dollars for service and supply needs. There are no fixed assets requested or recommended for this budget unit.

The department will experience a $750,00 decline in TANF funds for FY 04-05. This takes into account that the federal government disburses TANF funds on a federal fiscal year basis. The federal fiscal year runs from October 1 through September 30, meaning that even though this revenue source will be eliminated, the department will have one quarter of the years funding for FY 04-05. The historical annual amount of revenue from this source has been $1 million. The reduction of 75% in this revenue source results in the elimination of the six positions discussed above.

The department is experiencing a mix of increases and decreases in other revenue sources. Significant items in this category are; $141,400 dollars increase in state grants; $351,500 increase in Proposition 172 revenue; and a $203,700 decrease in state Juvenile justice Crime Prevention Act funds. Overall revenues are increased by $288,100.

The Probation Department budget includes a mix of reduced expenditures and increased revenues to achieve the 1% increase in General Fund Support. The Governor's proposed budget eliminates TANF funding, however this topic continues to be debated in the State legislature and there is a possibility that all or part of the funding may be restored. Should this occur, the department has indicated that they will return with a request to restore some or all of the staff positions eliminated in the recommended budget.

BOARD ADOPTED CHANGES

The Board of Supervisors approved a Proposed Budget Supplemental Document item for Probation Department budget. The Board approved the following:

1. Add $77,536 to the salaries and benefit accounts and add one Limited Term Deputy Probation Officer (DPO) to the Probation Department Position Allocation List. Add $77,536 to the Probation Department revenues. The DPO will work with at risk students on the Atascadero High School campus a. The Atascadero Unified School District will fund $42,000 of expense with the remainder of the expense, $35,536 will come from increased revenue from Title IV-E program funds.
2. The State Board of Corrections approved an additional $10,000 in funding from Title II funds for the Probation Department. This funding will add back a portion of the Juvenile Justice Crime Prevention Act funding that was reduced in the proposed state budget. The Probation department budget will increase appropriation to the service and supplies accounts by $10,000 to fund counseling services for juveniles participating in Probation Department diversion program. Revenues to the department will also increase by $10,000 to reflect the additional state funds.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely and accurate information and recommendations to the juvenile and adult justice systems to support decision-makers in determining appropriate disposition of cases.

Communitywide Result Link: A safe community.

1. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of local juvenile and adult justice system members & judiciary who respond they are satisfied, more than satisfied, or are extremely pleased with the Probation Department's court reports.	New Measure	60%	82%	85%	80%	90%

What: The study will measure the timeliness, accuracy and usefulness (how closely the Court followed Probation's recommendation) of requested and mandated reports.

Why: Preparation and submission of court reports is a mandated function of the Probation Department and a study of how well we perform these tasks will measure the effectiveness of the services we provide to the juvenile and adult justice system.

How are we doing? We have used the information gained from the survey to formulate plans for improvement. We expect to reach a 90% satisfaction rating next year.

Department Goal: Manage and maintain a safe and secure Juvenile Hall to ensure protection of the youth, staff, and community while complying with applicable laws and standards.

Communitywide Result Link: A safe community.

2. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of minors detained at Juvenile Hall who did not escape from custody.	100%	100%	99.8%	100%	100%	100%

What: Were there any escapes from Juvenile Hall.

Why: Minors are detained at Juvenile Hall for the safety and security of the community and/or the protection of the minor.

How are we doing? Excellent, no escapes in fiscal year 2003/04

3. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Cost per day per minor detained at the Juvenile Hall.	New Measure	$217	$187	$250	$218	$187

What: The cost per day to detain a minor in Juvenile Hall based upon the average daily population.

Why: To maintain efficient operations.

How are we doing? The FY 04/05 target is projected to decrease due to increased revenue from the Federal Nutrition program unless other revenue sources become available, this target will remain constant. Of the four comparable agencies that responded to our request for cost data, daily costs for FY 01/02 ranged from $115 in Kern County to $263 in Santa Barbara County, with an average of $169. Our FY 03/04 costs are well within the range of the costs of comparable counties.

Department Goal: Provide an efficient and cost effective alternative to incarceration of juvenile wards, adult felons and misdemeanants through the enforcement of court orders and support of successful completion of term of probation, thus enhancing public safety.

Communitywide Result Link: A safe community.

4. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Annual cost per probationer to provide supervision services.	$3,114	$3,000	$2,548	$2,571	$2,532	$2,500

What: Cost to supervise probationers who are assigned to the Probation Department, divided by the number of probationers served.

Why: A cost effective alternative to incarceration.

How are we doing? While overall costs for supervision are rising, the unit cost is projected to decline due to an increase in number of probationers. The number of probationers is increasing due to a combination of factors: Prop36, longer sentences, growth in the county, and other factors.

5. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of juvenile/adult offenders who successfully complete the terms and conditions of their probation.	New Measure	Juv – 85% Adult – 75%	Juv – 85% Adult – 87%	Juv – 90% Adult – 87%	Juv – 82% Adult – 88%	Juv – 90% Adult – 90%

What: Completing probation successfully is defined as satisfactorily completing the terms and conditions of probation.

Why: The successful completion of probation encourages the offenders' rehabilitation and reintegration into the community as a law-abiding citizen.

How are we doing? We are meeting our goal in the Adult division. The Juvenile division is not meeting their anticipated goal due to the court's higher expectations of minors and the increase in mentally ill minors. We compare favorably with the comparable counties that do collect this data. Santa Barbara: 73% (juvenile) 88% (adult)

6. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Recidivism rate of assigned probationers, both adult and juvenile.	New measure	Adult – 11.4% Juv – 10%	Adult – 13% Juv – 6%	Adult – 12% Juv – 9%	Adult – 11% Juv – 5%	Adult – 12% Juv – 6%

What: Adult - The recidivism rate measures those probationers who were assigned to field supervision who have been convicted of a new crime in San Luis Obispo County. Juveniles - The recidivism rate measures those probationers, assigned to field supervision that are adjudicated of a new crime in San Luis Obispo County.

Why: A lower recidivism rate among those probationers who have been supervised equates to a decrease in the incidence of crime and provides for a safer community.

How are we doing? We are meeting our targets.

Department Goal: Support crime victims by collecting court-ordered restitution from offenders.

Communitywide Result Link: A safe community.

7. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percent of losses restored to victims of crime through collection of restitution. (Rate of loss to owed)	50.19%	54.2%	47%	55%	63%	55%

What: The amount of money reimbursed to victims for losses sustained as a result of a criminal act.

Why: To support the rights of victims.

How are we doing? The projected restitution owed for FY 04/05 is $1,169,846. FY 02/03 collection numbers were down slightly due to an increase in caseload size and a lack of staff to meet this demand. The Board of Supervisors approved an increase in positions for FY 03/04 which resulted in increased dollars collected. Probation expects to collect 55% of that amount during FY 04/05.

8. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Cost of collection of victim restitution, fines and fees	$.20 for every dollar collected	$.20 for every dollar collected	$.22 for every dollar collected	New measure $.20 for every dollar collected	$.17 for every dollar collected	$.19 for every dollar collected

What: Cost to collect court-ordered victim restitution, fines and fees.

Why: Efficiency measure demonstrating cost effectiveness of collecting criminal debt internally while maintaining confidentiality of sensitive victim identification information.

How are we doing? New measure

Department Goal: Enhance operational effectiveness by developing and maintaining a productive workforce, managing and maximizing financial resources.

Communitywide Result Link: A well-governed community.

9. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Cost per hour of officer training	New Measure	$8.95 per hour	$6.07 per hour	$6.00 per hour	$5.92 per hour	$5.75 per hour

What: Total cost per hour of mandated training for officers

Why: With the loss of Standards and Training for Corrections (STC) funds, we must continually strive to reduce costs while ensuring that all officers complete the minimum mandated training.

How are we doing?: New measure.

10. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of employee satisfaction surveys rating the Department overall as satisfactory or above.	New Measure	75%	85.5%	85%	75%	Measure is eliminated in 04/05

What: Employee satisfaction survey results.

Why: A happy and healthy environment results in a more productive work force.

How are we doing? Majority of employees are satisfied. Identified issues will be addressed. The Department is currently working through several changes. The measure is being eliminated to keep the number of performance measures at a reasonable level for the budget. However, employee surveys will continue to be done and issues addressed through the appropriate internal processes.

11. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Number of days operating in excess of capacity.	6 days	0 days	0 days	0 days	0 days	Measure is eliminated in 04/05

What: State Board of Corrections has established the Juvenile Hall bed capacity at 45 minors.

Why: Compliance with Title 15 and 24 standards, and safety and security of staff and minors is jeopardized by overcrowded.

How are we doing? By increasing capacity and consistently employing alternative detention measures to effectively manage the juvenile population we expect to minimize excessive capacity this fiscal year. Average of comparable counties is 5 days. Two new efficiency measures are being added this year. The measure is being eliminated to keep the number of performance measures at a reasonable level for the budget.

12. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of Juvenile Hall inspections passed pursuant to all applicable regulations and standards.	100%	100%	100%	100%	100%	Measure is eliminated in 04/05

What: Compliance with Title 15 and 24 California Code of Regulations.

Why: To ensure a safe, secure and healthy environment for minors and staff.

How are we doing? We continue to pass our inspections, however, the medical examination area remains deficient according to Title 24 regulations. Board of Supervisors approved a capital improvement project to address this deficiency. Two new efficiency measures are being added this year. The measure is being eliminated to keep the number of performance measures at a reasonable level for the budget.

13. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of high and medium risk (to re-offend) probationers living in San Luis Obispo County who are actively supervised by the Probation Department.	Juvenile – 85% Adult - 88% (high risk cases) Adult – 46% (medium risk cases)	Juvenile – 100% Adult - 100% (high risk cases) Adult – 100% (medium risk cases)	Juvenile – 100% Adult – 100%	Juvenile – 100% Adult high risk – 100% Adult med risk – 100%	Juvenile – 100% Adult high risk – 100% Adult med risk – 100%	Measure is eliminated in 04/05

What: Probation will actively supervise probationers at a standard equal to or above statewide average.

Why: Actively supervising probationers results in a safer community.

How are we doing? Juvenile: average from comparable counties – 100%. Adults: we currently meet or exceed supervision rates of comparable counties. Our monitoring rate is consistent. The measure that tracks recidivism is also an indicator of the job we are doing.

14. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of crime victims who indicate they are "satisfied" with the victim services provided to them by this Agency.	79%	74%	85%	85%	86%	Measure is eliminated in 04/05

What: An indication of victim satisfaction with services provided.

Why: To ensure that our system does not further victimize those who have already suffered losses.

How are we doing? Projected to meet target. A new measure relating to the efficiency with which we provide restitution services to crime victims is being added. The measure is being eliminated to keep the number of performance measures at a reasonable level for the budget.

Department Goal: Enhance operational effectiveness by developing and maintaining a productive workforce, managing and maximizing financial resources, and utilizing a participatory process to implement policies and procedures to achieve desired results.

Communitywide Result Link: A well-governed community.

15. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage compliance with all grant requirements.	100%	100%	100%	100%	100%	Measure is eliminated in 04/05

What: Maintain fiscal and program compliance for all grants.

Why: To manage public funds with responsibility and accountability.

How are we doing? Consistently meeting target. This measure is being eliminated as grant compliance has been consistently 100%. Two new efficiency measures are being added this year. The measure is being eliminated to keep the number of performance measures at a reasonable level for the budget.

16. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of employees completing required training for the STC (Standards and Training for Corrections) programs.	New Measure	100%	100%	100%	100%	Measure is eliminated in 04/05

What: The number of Probation and Juvenile Service Officers who complete the annual Board of Corrections training requirements

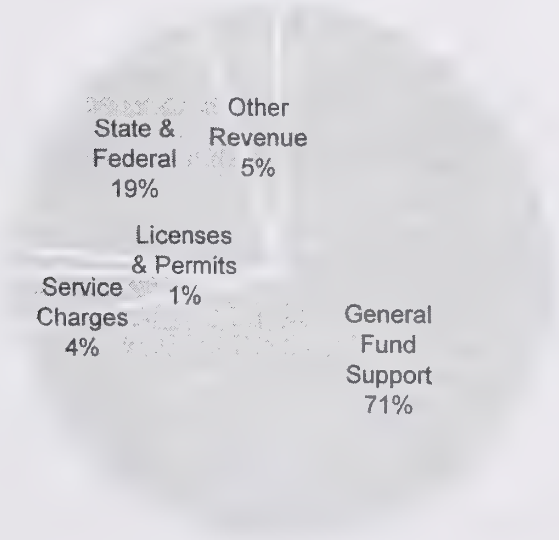
How are we doing? Consistently meeting out target. This measure is being eliminated as we expect all employees to meet required training standards and a new measure that addresses efficient use of funds to meet training requirements.

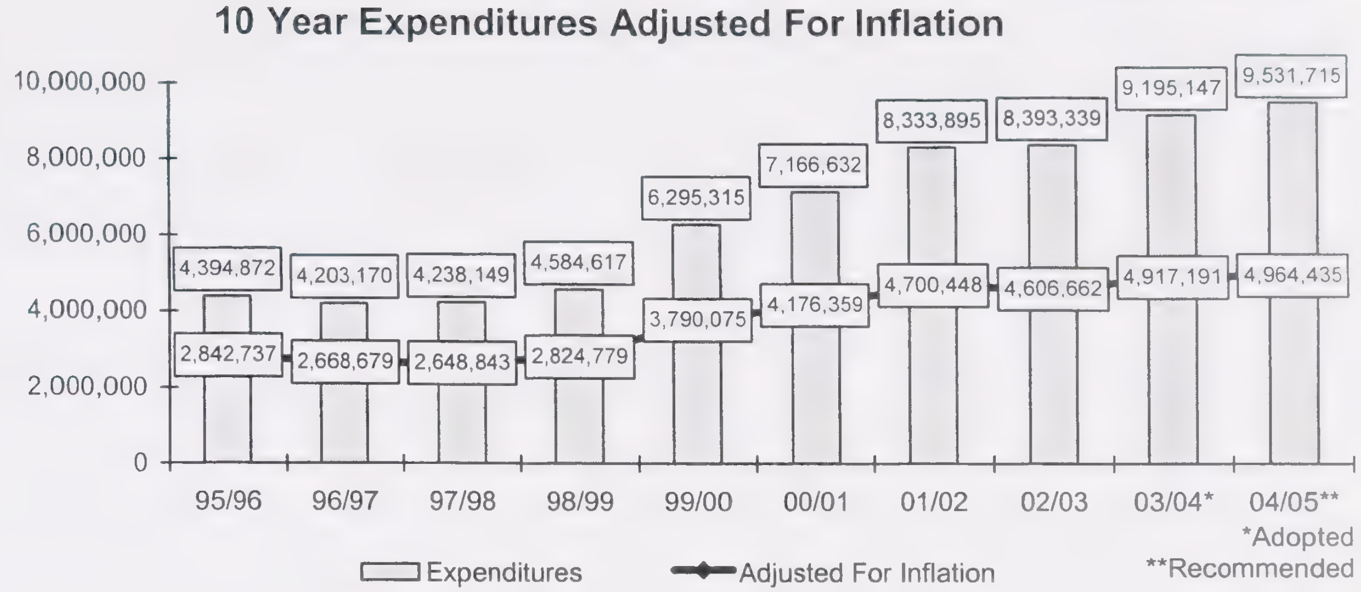
MISSION STATEMENT

To serve and safeguard the community from the impacts of fire, emergency injury and illness, and other physical dangers by providing emergency fire/rescue response, public education, planning, and prevention for the County of San Luis Obispo and its residents.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	8,199,140	9,383,150	10,478,428	9,456,715	9,576,715
Other Charges	0	0	0	0	0
Fixed Assets	194,199	473,835	430,000	75,000	75,000
**Gross Expenditures	$ 8,393,339	$ 9,856,985	$ 10,908,428	$ 9,531,715	$ 9,651,715
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 8,393,339	$ 9,856,985	$ 10,908,428	$ 9,531,715	$ 9,651,715
Revenues	2,723,576	3,612,031	2,572,491	2,715,532	2,715,532
General Fund Support (G.F.S.)	$ 5,669,763	$ 6,244,954	$ 8,335,937	$ 6,816,183	$ 6,936,183

Source of Funds





10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Emergency Response

Provide a well trained and disciplined emergency response team that is properly equipped and prepared to command and control fires, technical rescues, medical emergencies, vehicle accidents, floods, airport crash/rescues, radiological emergencies, hazardous material spills, and other emergencies.

Total Expenditures: $8,915,788 Total Staffing (FTE): 65.75

Prevention/Code Enforcement/Investigation

Promote a safe community by protecting the public health and safety from direct and indirect impact of fires and other emergencies through planning, investigation, public education, hazard and risk reduction, and code enforcement.

Total Expenditures: $433,067 Total Staffing (FTE): 4.0

Training

Train career and volunteer firefighters to enhance skills in firefighting, hazardous materials emergencies, emergency medical service; cliff, flood, and surf rescue, radiological emergencies, heavy fire equipment operation, incident command system, and airport crash/rescue/firefighting.

Total Expenditures: $302,860 Total Staffing (FTE): 3.0

DEPARTMENT COMMENTS

The 2004-05 Fire Department status quo budget request represents maintenance of effort with no service level changes. There are cost increases to deliver this level due to negotiated labor costs and increases in workers compensation, health insurance, and retirement program costs. No additional personnel are proposed. The staffing augmentation plan previously approved by the Board will be put on hold for one more year in order to contain General Fund support costs for this budget. To maintain services at the status quo level requires a budget adjustment of $ 1,519,754.

The San Simeon Earthquake response and recovery efforts and the preparedness for Homeland Security are taking a toll on the workload effort of the fire prevention and administrative staff. There will be a significant increase in the number of fire plan reviews for new and remodel construction projects related to the earthquake. This additional workload will be on top of a fully committed prevention staff. The result will be a drop off in the number of current life safety occupancy inspections conducted and a lengthening of the review time period for new construction and remodel projects. FEMA has denied any offset funding to augment staff to handle this additional workload. Homeland Security, FIREACT, and other grant sources are being vigorously pursued to meet the needs of all of the fire agencies in the county, many of these grants must be applied for in the name of the County Fire Department and are then distributed to the various other local fire agencies. These grants do entail an administrative workload with minor amounts of offsetting administrative cost reimbursement.

Significant issues for the upcoming year:

- Staffing cost increases for existing level of service due to MOU and employer cost increases
- Earthquake and Homeland Security impacts on performance measures
- Construction of new fire department administration facilities and dispatch center should occur during this fiscal year.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Expenses in the County Fire budget are increasing by 3%, or approximately $336,500. The General Fund support for this budget is not recommended to increase over the level set in FY 03-04. The overall increase in expense is offset by a 14% increase in revenue, largely due to higher Proposition 172 revenues as well as increases in billings associated with support to contracted agencies. The County contracts with the California Department of Forestry and Fire Protection (CDF) for fire protection services therefore labor costs for County Fire services show up as contract service costs in the Services and Supplies accounts. The Service and Supplies account is expected to increase by $640,000. Rising labor cost in the recommended budget account for about $628,000 of this increase.

Significant increases in labor costs are related to the most recent state labor agreement with CDF, workers compensation cost increases and higher retirement costs. The mid year labor cost increase in FY 03-04 is about $600,000. The staff cost increase that will occur in the FY 04-05 January-February time frame, is expected to be near $1 million. The escalating costs associated with the County Fire contract has resulted in a recommendation that reduces service levels and defers the purchase of a fire truck.

The recommended budget includes reducing one fire station from 24 hour/7day a week staffing to part time involving 24 hour/3day a week staffing with paid call firefighters (PCFs) responding to calls the days that 24 hour affing is not available. This will reduce one of the eight stations from full time to part time staffing and reduce e annual expense in this budget by approximately $408,000. This will reduce the staffing funded in the contract by about four positions. It is recommended that County Fire return to the Board of Supervisors with information and recommendations that will enable the selection of a station to transition from full to part time staffing. The intent is to provide information about the number of responses, cost per response and other factors that will help select a station to transition to part time staffing with the least amount of impact with respect to service delivery to the public.

The recommended budget defers the purchase of one fire truck with a requested budget cost of $355,000. Two fire trucks were purchased in FY 01-02 and one in FY 02-03. County Fire requested and received approval, to purchase a water tender vehicle, at a cost of $250,000, in place of a fire truck in FY 03-04. Deferring the purchase of a fire truck allows for the deferral of a fixed asset that is generally on a 20-year replacement cycle. This may mean that some County Fire trucks that are scheduled for replacement may remain in service beyond their 20-year replacement cycle.

The sales tax revenue derived from Proposition 172 provides the single largest revenue component in this budget unit. Proposition 172 revenue has historically been budgeted at conservative levels. This allows some growth in the revenue above budgeted levels to help to pay for the prevailing wage increases that occur after the budget is adopted. The recommended amount of Proposition 172 revenue has been raised to more closely reflect the historical growth in this revenue source. While raising this revenue helps to offset current budgeted expenses, it will leave less room for revenue growth to cover the increases in labor costs that will occur during FY 04-05. The revenue in this budget offsets the recommended 3% expense increase.

The recommended budget incorporates the following measures to contain current and future costs:

- Increased revenues
- Reduced service levels at one of the 8 full time stations in the County Fire protection program
- Deferral of one fire truck purchase

The contract with CDF has been a cost effective manner to provide high quality fire protection service to the public. The recommendations for this budget unit are intended to continue high quality fire protection service and at the same time attempt to contain rising expenses.

BOARD ADOPTED CHANGES

The recommended budget included reducing one fire station from full time, 24 hours a day/7 days a week coverage, to part time, 24 hours a day/3days per week. The Board of Supervisors did not accept the recommendation and restored service levels by adding $120,000 from contingencies to the service and supplies accounts in this budget unit. The $120,000 amount, combined with the $288,000 that is already in the budget as an offset for future labor cost increases, provides the $408,000 necessary to continue full time staffing at all eight fire stations currently staffed 24 hours a day/7 days a week.

The future labor cost increase for County Fire is tied to the annual increase in the State's labor contract with the California Department of Forestry and Fire Protection (CDF). The projected annual increase expected for FY 2004-2005 is about $905,000. The full amount of the labor cost increase will need to be added to the budget as a mid year adjustment when the annual contract with CDF is brought to the Board of Supervisors in the third quarter of FY 2004-2005.

GOALS AND PERFORMANCE MEASURES

Department Goal: Effectively manage and mitigate emergencies within nationally recognized response time standards.

Communitywide Result Link: A safe community, A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average response time to emergencies by stations staffed with volunteers (Morro/Torro and Oak Shores).	19 min.	18 min.	17.5 min.	17 min	15 min	15 min

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency.

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 15 minutes. The range averages 15 minutes in Morro/Torro to 13 minutes in Oak Shores. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. While the new Computer Aided Dispatch system has reduced dispatch times, long travel distance continues to be the main factor in higher than normal response times.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average response time to emergencies by stations with part-time staff coverage (Cambria, California Valley, Creston, San Luis Obispo, and Shandon).	16 min	15 min	14.5 min	14 min	13 min	13 min

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency.

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 13 minutes. The range averages 9 minutes in San Luis Obispo to 21 minutes in California Valley. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. While the new Computer Aided Dispatch system has reduced dispatch times, long travel distance continues to be the main factor in higher than normal response times.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average response time to emergencies by stations with full-time staff coverage (Airport, Avila Valley, Heritage Ranch, Meridian, Nipomo, Nipomo Mesa, Parkhill, and Paso Robles).	11.5 min	11 min	10.5 min	10 min	10.5 min	10 min

What: Response time is the time elapsed between receiving a 911 emergency call and Fire Department resources arriving at the scene of the emergency

Why: Nationally accepted standards identify that response times in excess of 5 minutes dramatically reduce emergency responders' effectiveness in mitigating the effects of cardiac arrest or spread of fire.

How are we doing? Current average is 10.5 minutes. The range averages 8.5 minutes in Nipomo to 12 minutes in Park Hill. While Nationally recognized standards call for an average 5 minute response time 90% of the time, it is unrealistic to expect to meet this standard in all rural areas. This should however remain the standard by which we measure our effectiveness. While the new Computer Aided Dispatch system has reduced dispatch times, long travel distance continues to be the main factor in higher than normal response times.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time the initial resources effectively handled the incident.	New Measure	72%	74 %	74 %	74 %	75 %

What: Indicates the number of times initial resources were sufficient to handle an incident.

Why: Nationally accepted standards show that to safely and effectively operate at the scene of an emergency requires a minimum of 4 firefighters to arrive within the prescribed response time. Currently initial resources are staffed with 2 personnel.

How are we doing? Our success rate is a direct reflection of our standard staffing pattern and predominate incident type. A 2 person crew is generally sufficient at most medical emergencies, however more complex incident such as fires, vehicle accidents, and rescues, will always require additional resources to be operationally effective.

Department Goal: Ensure that all new construction and existing public occupancy buildings comply with Uniform Fire Code and State Fire Safe Regulations.

Communitywide Result Link: A safe community, A livable community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of pre-fire engineering (plan review) and code enforcement inspections (site inspections) completed for new construction within required time frame.	100%	100%	100%	100%	100%	100%

What: Plan review and site inspections are necessary to assure compliance with fire and life safety codes.

Why: Compliance with fire and life safety standards ensures the safe and responsible development of our community.

How are we doing? This past year 4,700 personnel hours were devoted to completing the necessary plan reviews and site inspections for 914 new construction projects. All projects were completed within required time frame.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of code enforcement inspections completed for existing public occupancy buildings within required time frame.	27%	24%	26%	26%	26%	26%

What: Facility inspections assure compliance with fire and life safety codes.

Why: Compliance with fire and life safety standards ensures the safety and economic stability of our community.

How are we doing? The low number of inspections in existing occupancies is a result of the available staff hours being predominately consumed by the high volume of new construction plan reviews and site inspections. For improvement in this area, additional personnel will be required.

Department Goal: Provide training to maintain a safe and efficient emergency response team, educate the public on prevention strategies, and meet federal, state, and local mandates.

Communitywide Result Link: A safe community, A healthy community, A well governed community.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of students/percentage of target student population receiving fire/life safety education.	New Measure	8,165 43%	8,165 43%	8,165 44%	8,200 44%	8,200 44%

What: Students in preschool through sixth grade who receive fire/life safety education.

Why: Fire/life safety education is proven to have a direct impact on reducing the number of fires and inquires within the community.

How are we doing? Our success in reaching the target student population is a reflection of available staff. Currently a single State funded employee coordinates the State supported Volunteers in Prevention to deliver these programs. No County funded staff are currently allocated to this program.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of hours/percentage of full-time and paid-call personnel receiving mandated training.	65,000 100%	65,000 100%	65,000 100%	65,000 100%	65,000 100%	65,000 100%

What: Number of mandated training hours for personnel.

Why: State, Federal, and local mandates require specific training on an annual basis to maintain a safe and efficient emergency response team.

How are we doing? Consistently meeting target.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual fire loss per thousand population.	New Measure	$30,000	$30,000	$30,000	$33,000	$30,000

What: Property lost to fire in relation to community population. Includes structure and wildland responsibilities.

Why: Fire loss trends are an indicator of fire suppression and public education program effectiveness.

How are we doing? This past year we had fewer fires that burned fewer acres than the previous year however our dollar value loss increased due to a large damaging fire that occurred in the Park Hill area. This one incident destroyed 4 homes and 15 other structures which resulted in a 10% increase total dollar damage values. The decrease in fires and acres burned show that our total efforts are paying off and making the community safer.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate they are satisfied with the services County Fire provides.	New Measure	Pending AO Review	Pending AO Review	Data Available Fall 2003	Data Not Available	Discontinued

What: The Administrative Office plans to carry out a biannual citizen satisfaction survey, the first of which will take place in summer 2002. The survey tool will include specific questions designed to solicit information from the public relative to whether they feel they are receiving satisfactory service and adequate protection from the County Fire Department.

Why: The information gained from this survey will be used to help us improve customer service to the public.

How are we doing? Information regarding citizen satisfaction with the fire department is not available within the survey. No questions relating to the fire department was asked in the survey. Since this survey is not done on annual basis, and the data is not available from the prior surveys, this performance measure is being discontinued until such time as a survey instrument is in use.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of fire related deaths per 10,000 population.	New Measure	.5	0	0	.125	0

What: Fire related death rate in relation to community population. Includes structure, wildland, and vehicle fires.

Why: Fire related death trends are an indicator of fire suppression and public education program effectiveness.

How are we doing? The national average is .15 fire deaths per 10,000 population. Last calendar year our county experienced 1 fire related death in a protected population of approximately 80,000.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of firefighters per capita.	.75 per 1000	.9 per 1000	.9 per 1000	.9 per 1000	.9 per 1000	.9 per 1000

What: The number of fire department personnel in relation to community population.

Why: The fire department strives to provide cost effective service. The number of firefighters per capita is one reflection of the fire department's efficiency.

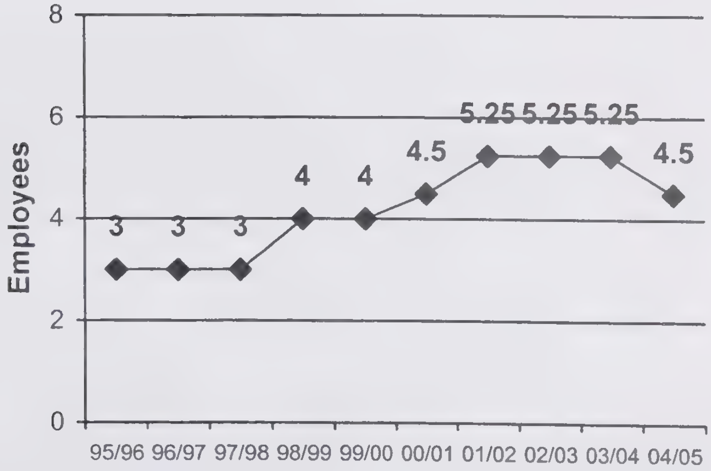
How are we doing? Nationally recognized standards identify 1 to 1.5 firefighters per 1,000 population as the optimum fire department staffing level for a community such as ours.

MISSION STATEMENT

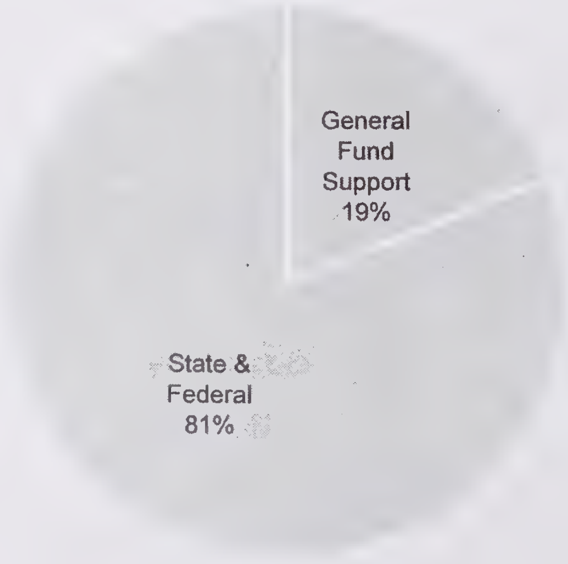
The County Office of Emergency Services is committed to serving the public before, during and after times of emergency and disaster by promoting effective coordination between agencies and encouraging emergency preparedness of the public and organizations involved in emergency response.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 420,465	$ 476,467	$ 496,130	$ 496,130	$ 496,130
Services and Supplies	255,086	296,433	423,778	423,778	423,778
Other Charges	0	0	0	0	0
Fixed Assets	52,711	27,051	17,400	11,600	11,600
**Gross Expenditures	$ 728,262	$ 799,951	$ 937,308	$ 931,508	$ 931,508
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 728,262	$ 799,951	$ 937,308	$ 931,508	$ 931,508
Revenues	706,575	739,119	749,367	755,867	755,867
General Fund Support (G.F.S.)	$ 21,687	$ 60,832	$ 187,941	$ 175,641	$ 175,641

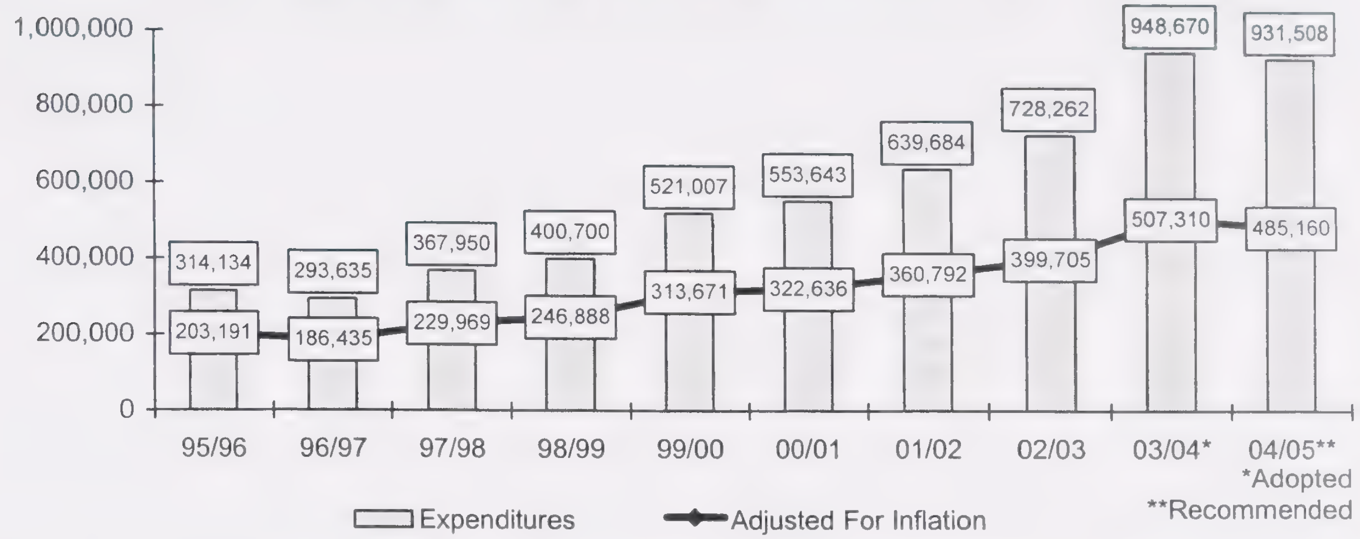
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Emergency Planning

Develop and maintain specific disaster and emergency contingency plans including the San Luis Obispo County Emergency Operations Plan to ensure compliance with State guidelines regarding multi-hazard planning. Assist outside agencies and jurisdictions in developing coordinated emergency plans. Maintain the San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan. Coordinate response and evacuation planning and the development of standard operating procedures.

Total Expenditures: $180,247 Total Staffing (FTE): 1.0

Emergency Preparedness/Coordination

Plan and coordinate pre-emergency actions which will result in an effective and timely response to multi-jurisdictional emergencies by affected agencies. Maintain emergency operations centers in a state of readiness. Prepare reports required by the California Office of Emergency Services and the Federal Emergency Management Agency (FEMA) to ensure regulatory compliance and maintain the County's eligibility to participate fully in state and federal funding programs.

Total Expenditures: $219,099 Total Staffing (FTE): 1.25

Emergency Response, Exercises, and Drills

Coordinate deployment of public resources in response to emergencies through activation and support of the County-wide emergency organization and plans. Develop and administer emergency response exercises and drills which provide effective training experiences, test emergency response plans, and comply with appropriate state and federal requirements.

Total Expenditures: $304,480 Total Staffing (FTE): 1.0

Emergency Worker Training

Develop, maintain, and coordinate the San Luis Obispo County emergency worker training program (classroom training, drills, and exercises) to train county employees and other emergency responders to effectively respond to emergencies and disasters.

Total Expenditures: $180,247 Total Staffing (FTE): 1.0

Public Information

Disseminate emergency information during large emergencies of which the county is a lead agency. Coordinate dissemination of emergency information as requested by other agencies. Develop and distribute information, and/or coordinate distribution of, emergency procedures to the public to enhance emergency preparedness.

Total Expenditures: $37,947 Total Staffing (FTE): .20

Disaster Recovery Coordination

Coordinate initial disaster recovery operations between cities, special districts, county departments, the State Office of Emergency Service, and the Federal Emergency Management Agency. Coordinate damage assessment and assist the public and local government jurisdictions in determining eligibility and obtaining state and/or federal disaster assistance.

Total Expenditures: $9,488 Total Staffing (FTE): .05

DEPARTMENT COMMENTS

In order to accomplish its mission and meet its goals and measures, the Office of Emergency Service's (OES) continued to serve in its role of coordinating emergency management and planning efforts between various public safety and other agencies throughout the county during 2003-2004. These coordination efforts helped to ensure that response to and recovery from large emergencies and disasters were accomplished in the most efficient and prompt manner possible. Of particular note were the disaster recovery coordination efforts after the San Simeon Earthquake, which led to a federal disaster declaration for San Luis Obispo County.

OES will continue to concentrate on primary emergency planning efforts, coordination of grants such as those available for first responder terrorism funding and disaster recovery coordination efforts. In FY 03-04 over $2,000,000 in terrorism related grants were coordinated by, and passed through, OES.

Costs for nuclear power plant emergency preparedness (NPP) efforts are 100% revenue offset, thus NPP planning will continue with 3.5 FTE positions, and all other disaster planning, coordination, and recovery (all non-NPP emergency management) with a 1 FTE allocation.

Key accomplishments, both within the NPP program, and the non-NPP program included:

- An overall successful response to the San Simeon Earthquake, including initial coordination efforts, and countywide coordination of the initial disaster recovery efforts, which resulted in a federal disaster declaration for San Luis Obispo County by President Bush.
- Revision of the Emergency Operations Plan, which is a master policy and procedure document; this helped ensure the latest emergency management practices are in use by OES, in turned resulting in better preparedness efforts.
- Continued coordination of terrorism emergency management issues with agencies throughout the county, resulting in increased preparedness efforts.
- Coordinated with, and obtained federal grants for, fire, law enforcement, and other first responder agencies for equipment for use in responding to terrorism and other emergencies.
- Ongoing training for emergency workers and related personnel on disaster and emergency response procedures, resulting in increased levels of readiness

During fiscal year 2004-2005, key projects that are anticipated to be undertaken during include:

- A full scale federally evaluated nuclear power plant exercise;
- Continue to increase terrorism coordination efforts with agencies countywide, which also increases readiness for other types of emergencies.
- Continued training of emergency workers and related personnel;
- Develop a hazard mitigation plan for the County;
- Update Emergency Operations Centers procedures and equipment of allow for more effective countywide coordination during disasters.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for the Office of Emergency Services (OES) are recommended to decrease by approximately 1.8%, or $17,162 compared to the FY 03-04 adopted budget. However, there is an increase in General Fund Support of about 4.5% or approximately $7,589.

Additional General Fund Support is needed due to an increase in countywide overhead charges of $31,492 and not all of this increase can be offset with additional revenue.

Overall, the budget for OES is 77% offset by Nuclear Power Plant (NPP) Emergency Response Preparedness Program funds, which are paid to the State of California by the utility operating the plant. The State in turn reimburses OES and other agencies for costs related to nuclear power emergency planning and preparedness. An additional 4% of the OES budget is offset by Federal Emergency Management Agency funds provided through the state for local agencies to assist with disaster response planning.

This budget also includes a small revenue amount of $1,500 related to federal homeland security grants. OES, as the local Operational Area emergency management contact, continues to be impacted with administering these grants for other county and city agencies.

The OES budget includes the elimination of one position, which was a ¾ time limited term Emergency Services Coordinator position.

In addition to the recommended budget, OES is working to find a funding source for development of a federally required hazard mitigation plan for the county. Such a plan will be required in order to remain eligible for certain hazard mitigation grants after November 1, 2004. OES has requested a federal grant to fund 75% of the development costs of this plan, which is estimated to have a total cost of $100,000 - $125,000. If OES is unsuccessful in obtaining outside funding for this project, it may be necessary to approach the Board of Supervisors to request direction on actual development and funding of this required new plan.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, county-wide response to emergency situations and compliance with regulatory requirements.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Number of deficiencies received during biennial and other Federal Emergency Management Agency evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.	0	0	0	No evaluation until 2004-05	n/a	0

What: The Federal Emergency Management Agency evaluates a full-scale simulated nuclear power plant emergency exercise every two years. This is done to evaluate emergency preparedness and ensure compliance with regulatory requirements.

Why: A zero deficiency rating by FEMA is a statement that emergency planning, training, and coordination within San Luis Obispo County is to the level necessary to provide a reasonable assurance of protection of the public health and safety.

How are we doing? We received no deficiencies during the FEMA evaluated exercises held in 2000-01 and 2002-03. The next full-scale exercise will be held in 2004-05.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Number of Areas Requiring Corrective Action (ARCA) received during biennial and other Federal Emergency Management Agency (FEMA) evaluations related to compliance with regulations involving nuclear power plant related emergency plans and procedures.			No ARCAs, which places us within the top 25% of all jursidictions	No evaluation until 2004-05	n/a	To be within the top 25% of local jurisdictions evaluated by FEMA

What: ARCAs are recommendations to improve procedures or training which do not jeopardize the health and safety of the community.

Why: To refine emergency management and response capability.

How are we doing? We received no ARCAs for the 2002-03 federally evaluated exercises, which places us within the top 25% of all local jurisdictions. The next FEMA evaluation will take place during 2004/05.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of emergency response plans and operating procedures updated/reviewed every year.			35%	35%	30%	35%

What: County response plans and/or procedures provide policy direction and guidance during emergencies.

Why: Review of the emergency plans and/or procedures ensures they meet appropriate standards.

How are we doing? Despite the San Simeon Earthquake and continuing terrorism readiness coordination, OES was able to near the goal of updating/reviewing 35% or our plans or procedures. Efforts will continue to meet or exceed the established goal for 2004-2005.

Department Goal: Coordinate emergency planning efforts of government and community based organizations to ensure a consistent, county-wide response to emergency situations and compliance with regulatory requirements.

Communitywide Result Link: A safe community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of survey respondents rating the overall effectiveness of our coordination efforts for agencies involved in emergency drills/exercises or actual events/incidents as good to excellent.			90%	90%	92%	90%

What: This measures the effectiveness of our coordination efforts related to emergency drills/exercises.

Why: This feedback is important so that we can continually improve our coordination efforts.

How are we doing? As indicated by the projected results, OES continues to effectively coordinate emergency drills/exercises and actual response to incidents in an effective, efficient manner.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of survey results rating training done by OES as "good" to "excellent".			87%	90%	89%	90%

What: The County Office of Emergency Services incorporates a variety of training programs for both County employees and members of other organizations involved with emergency response.

Why: This is a reflection of the effectiveness associated with the training as determined from the recipients of the training.

How are we doing? OES was in reasonable proximity of the goal of 90%. Although slightly below the actual goal, at 89%, OES will continue to pursue the objective of effective emergency management training efforts, with the objective of reaching the 04-05 goal of 90%.

Department Goal: Manage, coordinate, and maintain emergency operations centers and emergency equipment/systems in states of readiness to ensure effective and efficient response to an emergency.

Communitywide Result Link: A safe community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of monthly inspections of the County Emergency Operations Center (EOC) and related facilities completed on schedule.			100%	100%	100%	100%

What: Emergency facilities and communications/data equipment that are used to coordinate and oversee incident response actions need to be maintained and ready for use at any time.

Why: Maintaining properly functioning equipment and communications at the County Emergency Operations Center is essential to effective emergency response.

How are we doing? OES continues to ensure emergency facilities, communications equipment, and related resources under its oversight are ready for immediate use.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of bi-monthly Emergency Alert System (EAS) tests completed on time and successfully from the County Emergency Operations Center (EOC).			100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational	100% of all tests completed; system 100% operational

What: Using EAS, emergency information can quickly be provided to the public through electronic media such as radio, broadcast TV, and cable TV.

Why: Testing the Emergency Alert System ensures that important information will reach the public in the event of an emergency.

How are we doing? Consistently meeting target of the system being 100% operational.

Department Goal: Maximize reimbursement and revenues from state, federal, and local sources.

Communitywide Result Link: A prosperous community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of Office of Emergency Services costs reimbursed from state, federal, and local sources.			75%	75%	92%	75%

What: This measures the extent to which we are successful in securing non-general fund dollars to offset local emergency planning costs.

Why: In order to ensure emergency plans and procedures can be developed by local agencies, state and federal emergency management fiscal reimbursement programs are in place to partially offset costs.

How are we doing? We believe we are maximizing our opportunities for reimbursement. 03-04 goals were exceeded due to one time federal grants and nuclear power plant emergency planning revenue funding a higher percentage of costs than anticipated.

Department Goal: Manage, coordinate, maintain, and provide effective emergency management services at a reasonable cost.

Communitywide Result Link: A prosperous community.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Cost per capita for emergency management services (excluding nuclear power planning activities).			67¢	69¢	23¢	72¢

What: This measure provides a baseline for comparing the costs of emergency services costs to other like agencies.

Why: In order to demonstrate emergency management costs are reasonable for the value and services received.

How are we doing? Comparable agencies (i.e., Santa Barbara and Monterey) are spending, on average, an estimated $1.00 in General Fund Support per capita for emergency management services. 2003-04 goals were well exceeded due to one time federal grants and a higher than expected percentage of costs being offset with nuclear power plant emergency planning funds.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Cost per capita for nuclear power emergency management and planning services.			$6.55	$6.68	$4.41	$4.87

What: This measure provides a baseline for comparing our nuclear power emergency management and planning costs to other like agencies.

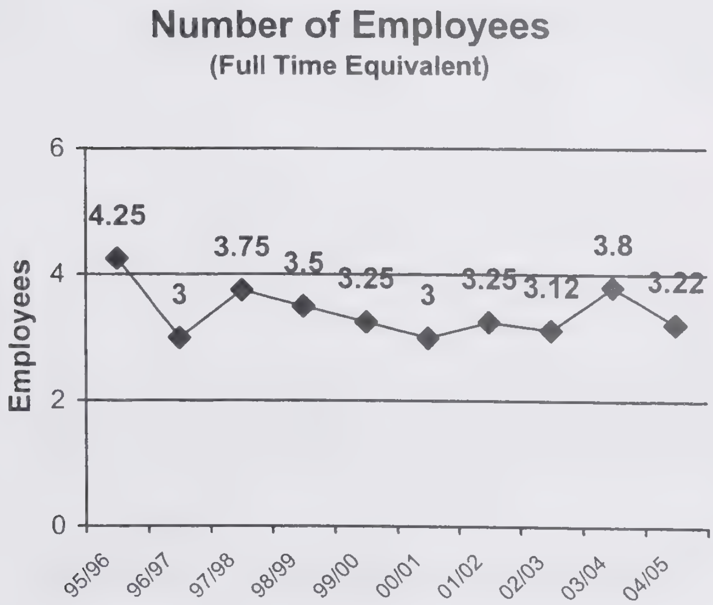
Why: In order to demonstrate nuclear power plant emergency management and planning costs are reasonable for the value and services received.

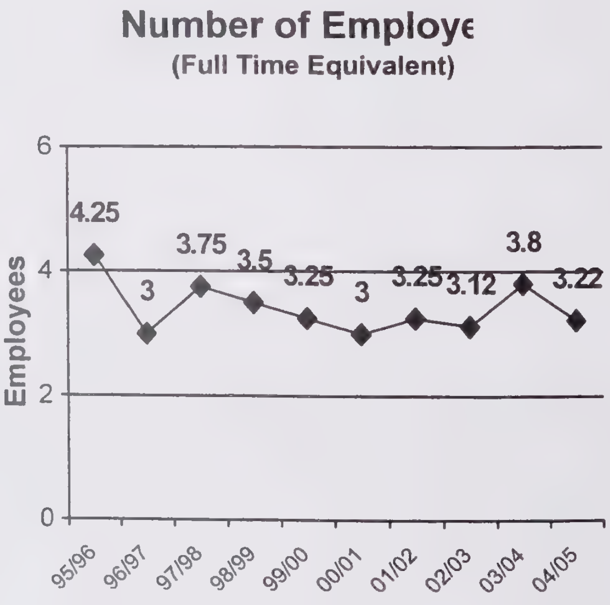
How are we doing? The only agencies comparable to San Luis Obispo County are emergency management jurisdictions near the San Onofre Nuclear Generating Station (SONGS). SONGS area agencies spend $5.34 per capita for nuclear power emergency management and planning activities. 03-04 results were higher due to a higher than anticipated percentage of costs being offset with nuclear power plant emergency planning funds.

MISSION STATEMENT

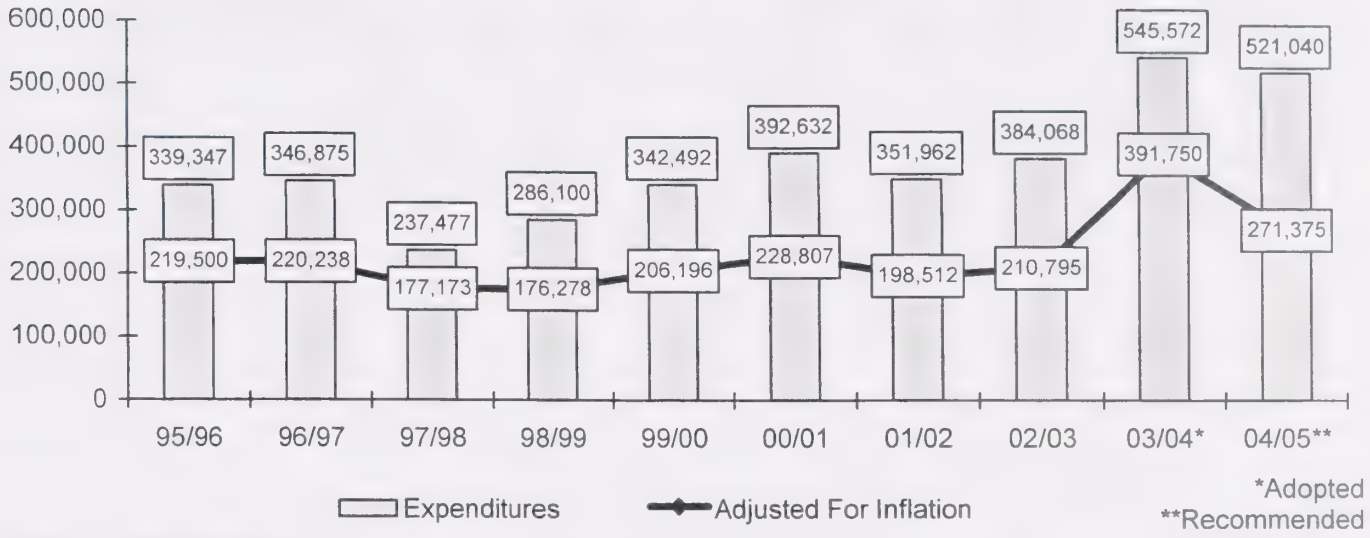
Provide public facilities and services that ensure health and safety and enhance quality of life for the community.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	384,068	469,759	521,040	521,040	586,776
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 384,068	$ 469,759	$ 521,040	$ 521,040	$ 586,776
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 384,068	$ 469,759	$ 521,040	$ 521,040	$ 586,776
Revenues	0	0	0	0	65,736
General Fund Support (G.F.S.)	$ 384,068	$ 469,759	$ 521,040	$ 521,040	$ 521,040





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Landfill Management

Supervise/perform maintenance at a closed landfill (the Los Osos Landfill) in a fiscally and environmentally sound manner to ensure compliance with Federal, State, and local regulations. Monitor and report environmental impact results, inspect and maintain the gas control system, and perform corrective action.

Total Expenditures: $216,921 Total Staffing (FTE): 0.73

Solid Waste Coordination

Design and implement programs to reduce solid waste and enhance recycling efforts. Negotiate and administer franchise contracts with waste hauling vendors. Act as a central information source and "clearinghouse" for inquiries from the public and other agencies regarding solid waste matters.

Total Expenditures: $263,466 Total Staffing (FTE): 1.87

National Pollutant Discharge Elimination System (NPDES); Storm Water

Develop and implement programs and Best Management Practices to reduce pollutants in storm water runoff to ensure compliance with Federal and State regulations. Act as the County-wide storm water coordinator and provide storm water information and resources to other departments, agencies, and the public.

Total Expenditures: $106,390 Total Staffing (FTE): 0.62

DEPARTMENT COMMENTS

The service programs of the Waste Management budget include Landfill Management, Solid Waste Coordination and the oversight of the county's new National Pollution Discharge Elimination System (NPDES) Phase II Storm Water Program. The cost of existing resources would have increased County costs by $62,531, 11% over the 2003-04 Board approved level. Expenditure reductions of $62,531 are needed if the General Fund level of financing is to remain at the 2003-04 level approved by the Board. The Department's request is $24,531 less than the 2003-2004 request due to the deletion of a position allocation (PAL) of 1.0 FTE Franchise Program Technician I/II. $18,954 of the Net County Cost savings in this budget unit will be applied to the Public Works Special Services budget unit to cover inflationary increases and the remaining $5,577 in savings will be available to fund other General Fund activities, outside of the Department of Public Works.

The Landfill Management program has continued to comply with mandates enforced by the Regional Water Quality Control Board (RWQCB) for post-closure maintenance of the Los Osos Landfill. Annual waste discharge reports and ongoing reporting on the monitoring requirements have been submitted to the RWQCB in a timely manner. In Fiscal Year 2003-04, improvements to the gas collection and flare system were made in response to the RWQCB's concern that the system was not cleaning the groundwater in accordance with their Clean-up and Abatement Order No. 95-66. Compliance with that Order continues to be challenging, and uncertainty over future mandates results in unpredictable future costs.

If the existing system continues to be seen by the Regional Water Quality Control Board as inadequate for remediating volatile organic compound (VOC's) contamination, potential costs could exceed several hundred thousand dollars. In order to remain at the Board approved level of financing for 2003-04, that was the same for 2002-03, existing resources need to be reduced by $21,600, or approximately 0.21 FTE. Although this level of effort will result in completion of normal maintenance and regulatory reporting requirements, actions by the RWQCB could result in other unfunded mandates.

The Solid Waste Coordination program has spent efforts preparing the construction and demolition debris recycling ordinance, strengthening the in-house, County Government Recycling Program (ROR!, Recycle Office Resources), working on the extension of franchise agreements and putting together the rural recycling program for the unincorporated areas of the county. The deletion of the Franchise Program Tech I/II will impact this area by deleting the ROR! Program and delaying or eliminating the franchise extensions. ROR! is a County Board of Supervisors program that will not have any oversight or active participation. In addition, the deletion of the Franchise Program Tech. I/II will eliminate reserve coverage for the Solid Waste Coordinator and Franchise Administrator functions and supplemental assistance with the Construction and Demolition Recycling Plan administration.

The NPDES program is required to comply with the mandates established under the Clean Water Act. Preparation of the required Storm Water Management Plan (SWMP) was completed in FY 2002-03, with the 5-year implementation schedule commencing in FY 2003-04. The initial implementation efforts included coordinating activities with other affected local agencies for the purpose of seeking partnering opportunities. Since the County already implements several activities that help to minimize storm water pollution, enhancing those existing activities has been and will continue to be the primary effort as opposed to the development of altogether new programs. The efforts have begun on storm drain mapping, initial public education is underway as well as outreach efforts. The classroom education development materials, employee training development materials and website design are anticipated to be completed in FY 2003-2004.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Waste Management budget functions under the umbrella of the Public Works department's Internal Service Fund. All staffing, services, supplies and equipment necessary to perform waste management services are provided by the Internal Service Fund and charged back as services are performed.

This budget is fully funded out of the General Fund to support the Landfill Management, Solid Waste Coordination and National Pollution Discharge Elimination System (NPDES) Phase II Storm Water Program efforts.

The recommended budget reflects a $24,500 decrease in expenditures as compared to the Fiscal Year 03-04 adopted budget. This reduction is largely attributed to the elimination of a three-quarter time Franchise Technician position. We are recommending that a portion of this savings ($18,954) be shifted to Budget Unit 2245 - Public Works Special Services to maintain existing resources, cover inflationary costs and leverage fee revenue.

The most significant change in focus is in the Solid Waste Coordination program. Staff time that has been spent on public education about recycling (AB 939) as well as on the County's recycling program will be significantly reduced and staff will redirect effort to focus on developing a new construction debris recycling program. This change actually began in FY 2003/04, and a proposal for this new program will be presented to your Board in the coming year. The department does not anticipate significant reductions in internal or public recycling as a result of this shift since systems are in place to facilitate recycling and those behaviors are now likely established.

There are no revenues associated with this budget, however approximately $450,000 in franchise fees will be paid to the county in FY 2004/05 by garbage haulers. This revenue is reflected in BU 2001–Non-Departmental Revenue.

BOARD ADOPTED CHANGES

The Board adopted an increase in the appropriation and revenue by $65,736. Public Works had requested this increase in the Supplemental Document to the proposed budget in order to fund a new program to increase recycling of construction and demolition debris. The estimated additional cost and revenue reflect operation of this new program for half a year.

Note – on July 20, 2004, Public Works requested that the Board adopt an ordinance establishing this new recycling program, and requested direction from the Board on establishing a new fee to cover the costs of implementing the program. At that time the Board gave direction to reduce the costs of implementing this program so that a new fee would not be necessary. Based on this direction, Public Works has developed a revised implementation plan that will eliminate the need for this appropriation and revenue increase. The department will request a budget adjustment to reduce the Waste Management budget by $65,736 in the FY 2004/05 First Quarter Financial Report.

GOALS AND PERFORMANCE MEASURES

Department Goal: Design and implement cost effective and efficient programs to reduce solid waste and enhance recycling opportunities in the unincorporated areas.

Communitywide Result Link: A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Pounds per day per capita of solid waste disposed within the SLO County Integrated Waste Management Authority region.	New Measure	5.7	5.1	6.0	5.8	5.7

What: The pounds of solid waste per day per capita originating in the SLO County Integrated Waste Management Authority region sent to regional landfills.

Why: This is an indicator of the progress towards the state-mandated waste reduction goal of the Integrated Waste Management Act.

How are we doing? Actual results have exceeded targets for 2003/04. The target for 04/05 has been set to reflect the implementation of the Construction and Demolition Debris Recycling Program in January 2005.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Countywide reduction in the percentage of solid waste disposed in regional landfills.	51%	50%	51%	50%	Data Not Available	50%

What: Percentage reduction of solid waste disposed in regional landfills from both the unincorporated and incorporated areas of San Luis Obispo County. This measure takes into consideration: change of population, taxable sales, employment and inflation.

Why: The objective of this program is to extend the life of existing landfills by reducing the stream of solid waste being disposed. This is a State mandated objective.

How are we doing? Countywide, which includes the unincorporated and seven incorporated areas of the county, the program expects to continue to meet the mandated 50% reduction goal.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of Construction & Demolition Debris Recycling Plan reviews per FTE	New Measure	New Measure	New Measure	New Measure	New Measure	3,040

What: Total number of Construction & Demolition Debris Recycling Plan reviews divided by the number of Full Time Equivalent (FTE) employees.

Why: Measures the efficiency of staff in reviewing Construction & Demolition Debris Recycling Plans.

How are we doing? This is a proposed new program for all construction and demolition projects greater than $50,000 or 1,000 square feet. This program will further reduce the amount of solid waste disposed of in regional landfills, as required by the Integrated Waste Management Act.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Implementation of the annual goals specified in the County's Storm Water Management Program.	New Measure	New Measure	New Measure	50%	92%	100%

What: The Storm Water Management Program identifies specific actions, "Best Management Practices" (BMPs), and the schedule for their implementation. This measure tracks implementation of the BMPs specified in the Program.

Why: BMP implementation indicates progress towards compliance in meeting the requirements of federal and state National Pollutant Discharge Elimination System (NPDES) regulations mandating that the County implement a Storm Water Management Program.

How are we doing? Because this program was mandated by Federal and State regulation in a previously unregulated area, the regulatory requirements during the first year of implementation have been subject to interpretation and change. The program began with submittal of the County's Storm Water Management Program (SWMP) to the Regional Water Quality Control Board (RWQCB) on March 10, 2003. The RWQCB completed their initial review of the SWMP in February 2004. As a result of this review, the SWMP was revised and resubmitted to the RWQCB on May 7, 2004. To date, the RWQCB has not yet approved the County's program. In spite of these delays, the program is on track with 92% completion of the initial Year One BMPs assigned to the Department of Public Works. The most notable Year 1 accomplishment was the implementation of the Storm Water Pollution Prevention Public Education and Outreach Plan in partnership with the SLO County Partners for Water Quality, an inter-agency coalition made up of the regulated municipal storm sewer systems (MS4s) within the county.

Health & Human Services

Contribution to Other Agencies

Public Health Department
- Law Enforcement Medical Care
- County Medical Services Program
- Emergency Medical Services Fund
- California Healthcare for Indigents Program
- Clinical Lab Services

Behavioral Health
- Mental Health
- Drug and Alcohol Services
- Drinking Driver Program

Social Services Administration
- Foster Care
- CalWORKs
- General Assistance

Veterans Services

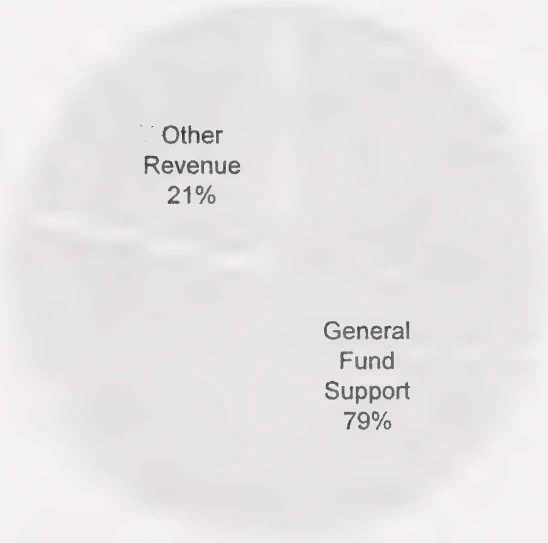
Medical Services
- Medical Assistance Program
- Suspected Abuse Response Team

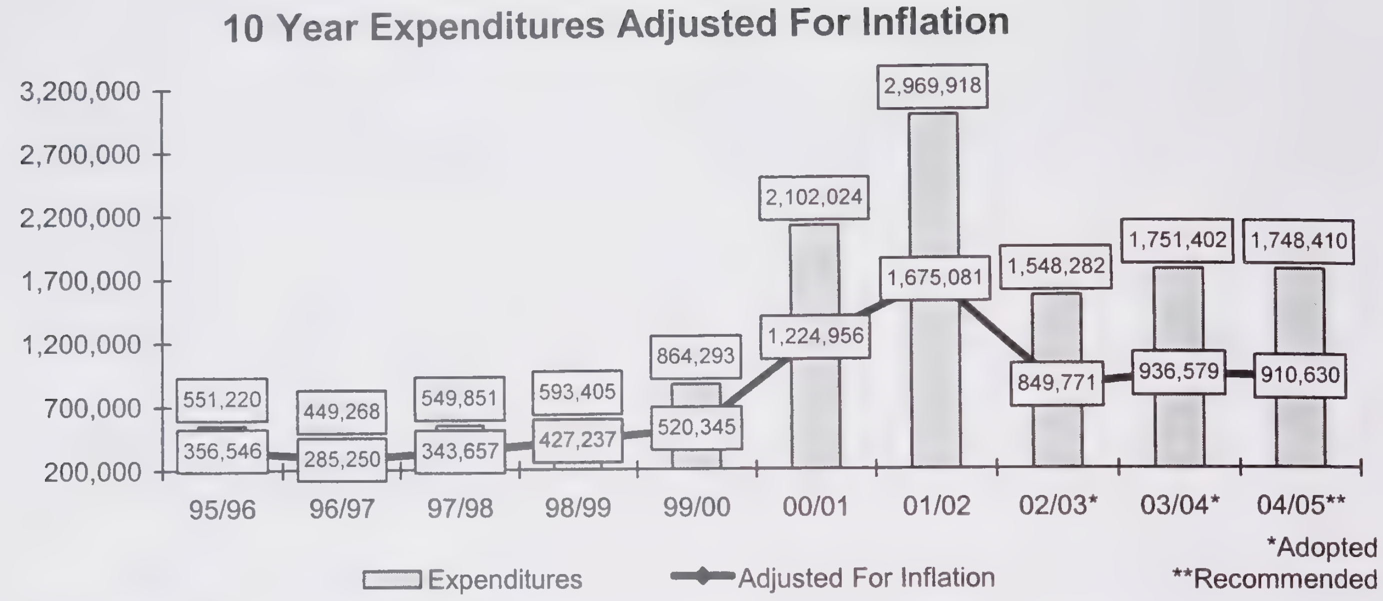
MISSION STATEMENT

To provide financial support to non-profit agencies and advisory groups, to assist them in providing essential services not provided by the County, and to support their on-going operations.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,548,282	2,326,341	1,748,410	1,748,410	1,843,910
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,548,282	$ 2,326,341	$ 1,748,410	$ 1,748,410	$ 1,843,910
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,548,282	$ 2,326,341	$ 1,748,410	$ 1,748,410	$ 1,843,910
Revenues	381,842	533,434	375,000	375,000	448,000
General Fund Support (G.F.S.)	$ 1,166,440	$ 1,792,907	$ 1,373,410	$ 1,373,410	$ 1,395,910

Source of Funds





SERVICE PROGRAMS

Community Based Organizations

Provides funds to non-profit health and human services organizations for programs and services which are not provided by county departments. Eligible organizations submit applications in January of each year. Funding recommendations are included in the proposed budget and considered by the Board of Supervisors during county budget hearings.

Total Expenditures: $322,500 Total Staffing (FTE): 0.0

District Community Projects/Visitors Services and Environmental Grants

Provides discretionary monies to each of the County Supervisors to fund projects for non-profit groups and to provide operating expenses for advisory committees. Applications may be submitted for community project/visitors services/environmental grant funds throughout the year.

Total Expenditures: $110,000 Total Staffing (FTE): 0.0

Preventive Health

Provides funds for programs and projects that promote the health and well-being of the community, encourage behaviors and activities that focus on preventing disease, and enable County residents to reach and maintain optimal health stability and independence.

Total Expenditures: $448,000 Total Staffing (FTE): 0.0

Other Agency Requests

Provides funds to a variety of non-profit organization for operations and specific projects. Some of these groups are funded on a recurring basis and others are funded for specific one-time projects. Funding requests are considered by the Board of Supervisors during annual budget hearing. Funding for the Local Agency Formation Commission (LAFCO) is also included in this budget.

Total Expenditures: $963,410 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Below is a description, by program, of how the recommended funding will be distributed:

District Community Projects/Visitors Services/Environmental Grants: At the request of the Board chairperson, it is recommended that each Supervisor receive $10,000 of district community project funds in fiscal year 2004/05. This is a decrease of $10,000 from the current year. The $10,000 will be added to the remaining balance in each district's existing fund. In addition to the community project funds, it is recommended that each

Board member be allocated funding for Visitors Services ($10,000 each) and Environmental Grant programs ($2,000 each). There will be no carryover of any remaining 2003/04 funds for these programs.

Community Based Organization (CBO) and Preventive Health Grant (PHG): Representatives from the Adult Policy Council, the Mental Health Advisory Board, Drug & Alcohol Board, the Health Commission and Children's Services Network spent four weeks reviewing and prioritizing the proposals in order to develop the funding recommendations. County Administrative Office and Board of Supervisors staff were also involved in the review of these proposals. The Committee developed these recommendations based upon Board adopted criteria, which emphasizes program results. Contracts will be developed with each of the agencies approved for funding. Those contracts will identify meaningful, measurable results and outcomes. There were 44 proposals submitted requesting grant funding totaling $1,397,401.

Recommended funding for community based organizations totals $300,000. Measure A preventive health grant funding is recommended at $375,000.

Other Agency Requests: Funding for "Other Agency Requests" is recommended at $960,910. Programs funded in this category cover a wide range of services including services that the County is required to contribute to and those that are discretionary in nature. Recommended program funding levels remain the same as in current year with two exceptions: 1) funding for the County Historical Museum includes a Consumer Price Index increase per the Board's agreement with the Historical Society and 2) the Local Agency Formation Commission budget includes a 1% increase. The County is obligated, per State law, to fund 1/3 of the LAFCO Commission approved budget.

Two new requests were received this year. The San Luis Obispo Children's Museum and the San Luis Obispo Botancial Gardens both submitted proposals requesting grant funding totaling $102,500. Staff is not recommending these projects be funded.

Funding to pay for radio and television broadcast of the Board of Supervisors' meetings is now reflected in this budget unit. These funds were previously included in the Board's budget.

Finally, funding for the Children's Health Initiative matching grant program is included in this budget unit. This grant program will provide funds to purchase health insurance for low-income children ages 6-17 who are not eligible for other health insurance programs such as Medi-Cal or Healthy Families. This program is funded with some of the savings associated with partnering with the Community Health Centers to provide outpatient clinic services.

In order to streamline the distribution of funding in this budget unit, staff is recommending that signing authority by the County Administrator for grant amounts up to $35,000 be increased to $45,000. This process gives the County Administrator authority to sign the agreements in lieu of going to the Board, and subsequently, distributes the funds to the non-profit organization in a more timely manner.

BOARD ADOPTED CHANGES

During budget hearings, the Board made the following changes to this budget unit: an additional $2,500 to the American Red Cross for a total of $4,500; $20,000 to Big Brothers Big Sisters; and an increase to the LifeSteps Foundations' preventive health grant funding of $73,000 from unanticipated tobacco settlement monies for a total of $94,300 in grant funding. In addition, the Board combined the district community project, visitors services and environmental grants into one program.

COMMUNITY PROJECTS/ VISITORS SERVICES/ ENVIRONMENTAL GRANTS	2004-05 REQUEST	2004-05 RECOMMENDATION	2004-05 ADOPTED
District 1:			
Community Projects	$ 10,000 + carryover	$ 10,000 + carryover	$22,000 + carryover
Visitors Services	10,000	10,000	
Environmental Grants	2,000	2,000	
District 2:			
Community Projects	$ 10,000 + carryover	$ 10,000 + carryover	$22,000 + carryover
Visitors Services	10,000	10,000	
Environmental Grants	2,000	2,000	
District 3:			
Community Projects	$ 10,000 + carryover	$ 10,000 + carryover	$22,000 + carryover
Visitors Services	10,000	10,000	
Environmental Grants	2,000	2,000	
District 4:			
Community Projects	$ 10,000 + carryover	$ 10,000 + carryover	$22,000 + carryover
Visitors Services	10,000	10,000	
Environmental Grants	2,000	2,000	
District 5:			
Community Projects	$ 10,000 + carryover	$ 10,000 + carryover	$22,000 + carryover
Visitors Services	10,000	10,000	
Environmental Grants	2,000	2,000	
Total Community Projects/Visitors Services/Environmental Grants	**$110,000**	**$110,000**	**$110,000**

Community-Based Organizations/ Preventive Health Grants	2004-05 Requested	2004-05 - CBO Recommendation	2004-05 - PHG Recommendation	2004-05 Adopted
Adult Services Policy Council	40,000		30,000	30,000
AIDS Support Network	22,609	19,600		19,600
AIDS Support Network-Hep C Project	56,050		23,300	23,300
American Red Cross	6,000	2,000		4,500
Assistance League	19,500	2,000		2,000
Atascadero Loaves & Fishes	11,000	10,000		10,000
Big Brothers Big Sisters	49,954	0	0	20,000
California Central Coast Alzheimer's Association	33,694	2,600		2,600
Cambria Connection	26,580		26,000	26,000
Casa Solana	20,000	15,600		15,600
Central Coast Commission for Senior Citizens - HICAP	2,150	2,150		2,150
Childrens Services Network	21,760		20,000	20,000
Community Health Centers of the Central Coast (Dental Programs)	75,000		30,000	30,000
Community Counseling Center	22,476		22,500	22,500

Community-Based Organizations/ Preventive Health Grants	**2004-05 Requested**	**2004-05 - CBO Recommendation**	**2004-05 - PHG Recommendation**	**2004-05 Adopted**
County of San Luis Obispo, Drug & Alcohol, Division of Behavioral Health (Family strengthening resources programs for San Miguel)	59,370		32,000	32,000
County of San Luis Obispo, Public Health Department	66,607	0	0	0
Court Appointed Special Advocates (CASA)	37,789	22,400		22,400
Easter Seals Tri-Counties	5,000	4,800		4,800
Economic Opportunity Commission-Adult Day Services Centers	49,825	27,400		27,400
Economic Opportunity Commission-Forty Wonderful Program	6,275	6,100		6,100
Economic Opportunity Commission-Senior Health Screening	24,300	23,600		23,600
First 5 - SLO Childrens and Families Commission	46,757	0	0	0
Five Cities Meals on Wheels	4,000	4,000		4,000
Harvest Bag	20,000	10,000		10,000
Hospice Partners of the Central Coast	27,056	0	0	0
Hospice of San Luis Obispo County	15,000	0	0	0
HOTLINE of SLO County	17,500	17,500		17,500
Life Steps Foundation	80,250	1,250	21,300	95,550
Long Term Care Ombudsman Services	17,292	17,300		17,300
Lucia Mar Unified School District (health & parenting services for teens)	34,130		32,000	32,000
North County Connections	90,000		45,000	45,000
North County Women's Shelter/ Resource Center	31,732	13,800	17,900	31,700
Project Amend, Inc.	20,000	10,600		10,600
SLO Child Abuse Prevention Council	30,000		20,000	20,000
SLO Child Development Center	47,110	23,600		23,600
Senior Legal Services Project (SLO Legal Alternatives)	6,050	4,600		4,600

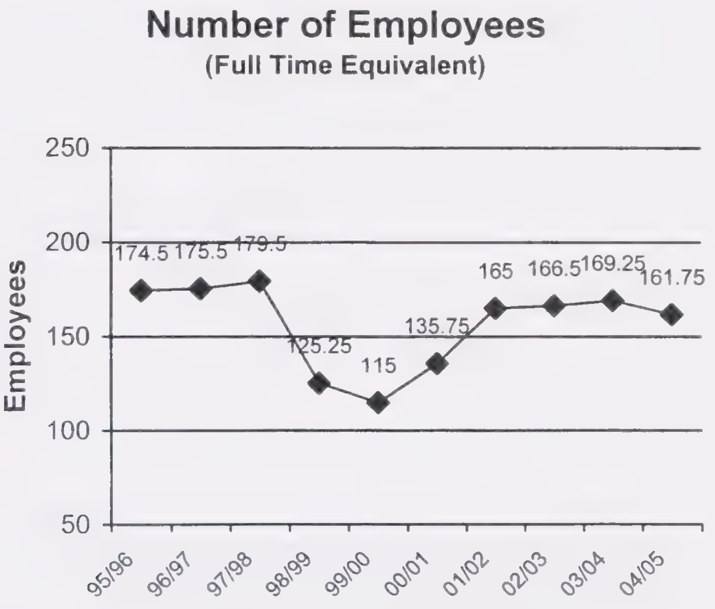
Community-Based Organizations/ Preventive Health Grants	2004-05 Requested	2004-05 - CBO Recommendation	2004-05 - PHG Recommendation	2004-05 Adopted
Senior Nutrition Program	25,000	20,600		20,600
Senior Volunteer Services - Caring Callers and RSVP Programs	16,800	16,800		16,800
Society Group Foundation	34,775	0	0	0
Transition-Mental Health Association	30,000		25,000	25,000
Wilshire Foundation - Senior Peer Counseling Program	3,500	3,500		3,500
Women's Community Center	6,690	4,200		4,200
Women's Shelter Program	45,600	14,000	30,000	44,000
YMCA, San Luis Obispo County	92,220	0	0	0
Total Community Based Organization/ Preventive Health Grant Requests	**$1,397,401**	**$300,000**	**$375,000**	**$770,500**

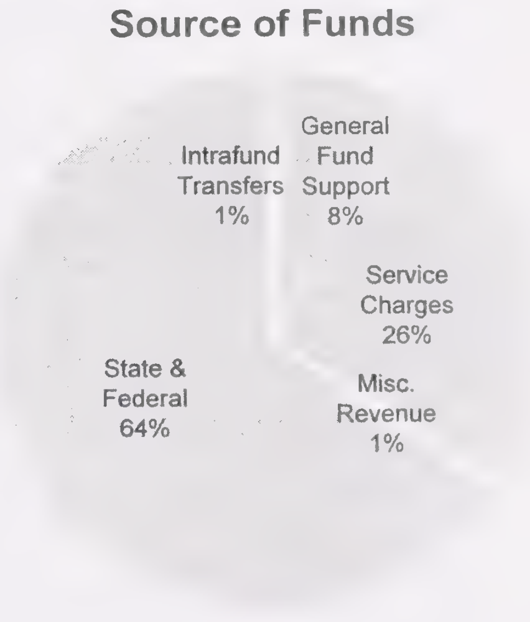
OTHER AGENCIES REQUESTS	2004-05 REQUEST	2004-05 RECOMMENDATION	2004-05 ADOPTED
AGP Video (contract obligation)	N/A	35,150	35,150
Central Coast Commission for Senior Citizens- Area Agency on Aging	40,000	40,000	40,000
Children's Health Initiative	200,000	200,000	200,000
Economic Vitality Corporation	100,000	100,000	100,000
Food Bank	60,000	60,000	60,000
KCBX Radio	16,500	16,500	16,500
Local Agency Formation Commission (LAFCO)	106,840	106,840	106,840
San Luis Obispo Botanical Gardens	52,500	0	0
San Luis Obispo Children's Museum	50,000	0	0
San Luis Obispo County Arts Council	41,000	30,000	30,000
San Luis Obispo County Historical Society (contract obligation)	N/A	77,420	77,420
SLO Visitors & Conference Bureau	275,000	275,000	275,000
Zoological Society	20,000	20,000	20,000
Total Other Agencies Requests	**$961,840**	**$960,910**	**$960,910**
Legal Notices & Miscellaneous Expenses	2,500	2,500	2,500
Total Contributions to Other Agencies	**$2,471,741**	**$1,748,410**	**$1,843,910**

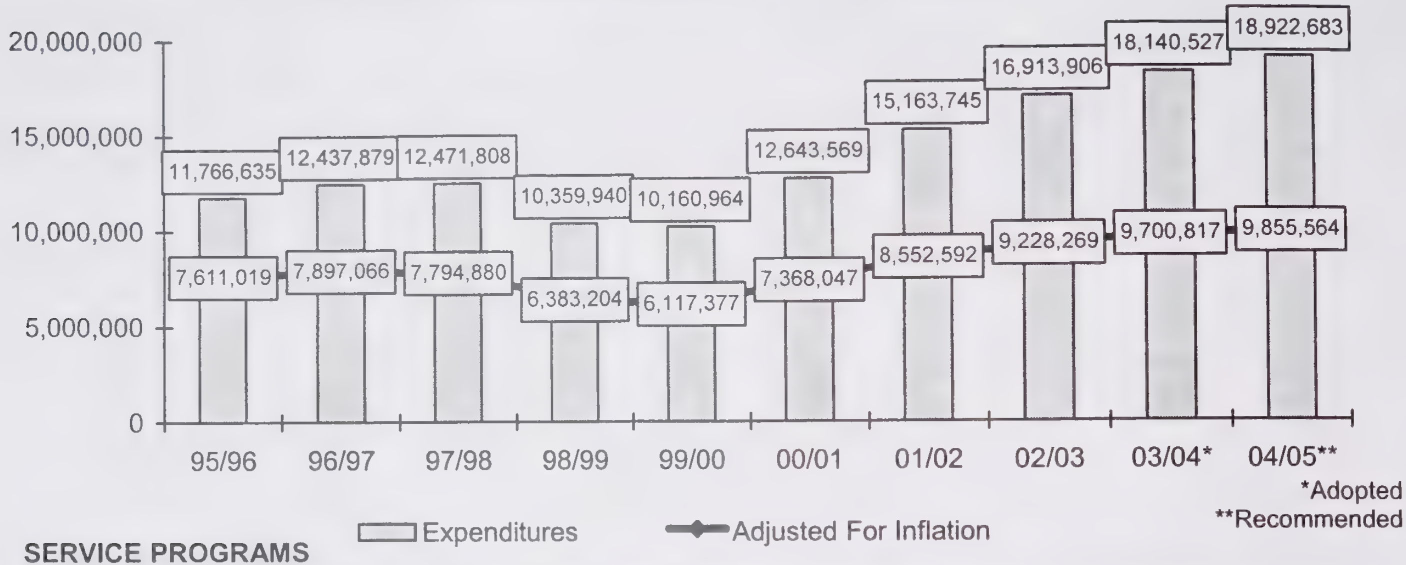
MISSION STATEMENT

The San Luis Obispo County Public Health Department improves and maintains community health by identifying health issues, preventing disease and injury, influencing policy development and promoting healthy behaviors through leadership, collaborative partnerships, education, direct services, and surveillance.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 11,441,458	$ 12,413,070	$ 13,238,962	$ 12,959,730	$ 13,078,943
Services and Supplies	5,340,633	5,098,669	5,265,830	5,153,602	5,186,389
Other Charges	0	592,347	793,851	793,851	793,851
Fixed Assets	31,815	51,962	46,500	15,500	15,500
**Gross Expenditures	$ 16,813,906	$ 18,156,048	$ 19,345,143	$ 18,922,683	$ 19,074,683
Less Intrafund Transfers	213,593	261,585	110,139	193,776	193,776
**Net Expenditures	$ 16,600,313	$ 17,894,463	$ 19,235,004	$ 18,728,907	$ 18,880,907
Revenues	15,795,552	17,016,198	16,914,443	17,283,950	17,435,950
General Fund Support (G.F.S.)	$ 804,761	$ 878,265	$ 2,320,561	$ 1,444,957	$ 1,444,957







10 Year Expenditures Adjusted For Inflation

*Adopted
**Recommended

SERVICE PROGRAMS

Community Health Services

The Community Health Services Division works with the community to improve health by providing education, analysis, and direct prevention services. The Division administers programs of communicable disease surveillance and control, immunizations, tobacco prevention, AIDS prevention and case management, public health laboratory, vital records and law enforcement medical care.

Total Expenditures: $ 4,537,587 Total Staffing (FTE): 33.75

Environmental Health Services

The Environmental Health Division is responsible for protecting public health by preventing exposure to toxic substances, disease, unsanitary conditions and other environmental hazards.

Total Expenditures: $2,713,073 Total Staffing (FTE): 22.5

Family Health Services

The Family Health Services Division provides a variety of health services to the residents of San Luis Obispo County, including clinical, comprehensive case management, parenting, counseling, educational and follow-up health services.

Total Expenditures: $10,837,534 Total Staffing (FTE): 92.5

Public Health Administration

Administrative and fiscal oversight for all Public Health divisions including Health Systems and the Law Enforcement Medical Care Program. Enforcement of health and safety codes, protecting and preserving the publics health as well as personnel management, procurement functions, contract administration, facilities management and information systems support are included.

Total Expenditures: $986,489 Total Staffing (FTE):13.0

DEPARTMENT COMMENTS

The Public Health (PH) Department provides services to protect the health of residents of San Luis Obispo County by detecting, preventing, and controlling the spread of infectious diseases through immunization, education, and intervention; protects the public from unsafe drinking water and foodborne illnesses; regulates the generation, handling, and disposal of hazardous waste; offers programs that ensure access to comprehensive health care and family-centered case management to low income, women, infants, children and families; provides assistance to quit smoking; referral services and physical and occupational therapy for disabled children; performs financial and personal care management for court-appointed adults; conducts emergency planning and preparedness for response to bioterrorism and other infectious disease outbreaks; medical care for juvenile hall and jail inmates; compiles and retains vital records; and provides PH Laboratory services to support detection, identification and surveillance activities of communicable disease outbreaks to protect and improve the health of the community.

The most daunting challenge PH faces is the changing and tightening reimbursements from State and Federal agencies that disallow the pass through of the County's overhead and matrix expenses of the internal service departments. In most cases, the granting agency allows for the expense of PH's internal overhead cost (10% limit) required to operate the program. Due to the combined effect of revenue reduction of 2% and increases in County-wide overhead charges, prevailing wages, insurance liability and medical malpractice insurance, PH was required to prepare a budget with significant reductions to the level of service to SLO County residents. PH's share of countywide overhead charges increased $315,838, an increase of 21% over the FY 2003/04 charges. Cost of living projections are estimated at $471,110. Medical malpractice and the self-insurance liability have increased from $60,915 to $160,256, an increase of 163%. The proposed budget includes a proposal to eliminate 12.25 FTE's. All programs were evaluated extensively, taking into consideration legal mandates, Health and Safety Codes, public health impacts and outcomes, impact to our collaborative Health and Human Services partners and potential risk of losing federal matching funds.

The following reductions are reluctantly proposed:

- In August of 2004, the four-year annual allocation of $180,000 from the Public Health Institute Partnership for the Public's Health will end. Funding was dedicated to develop partnerships with three community groups in Oceano, Paso Robles/San Miguel and Atascadero to promote community health in those cities. A 0.5 FTE Health Care Analyst funded through the Partnership has been eliminated. The community groups will continue to exist and to work on their priorities, but PH will no longer have dedicated staff for collection and analysis for the Results Based Decision Making (RBDM) reports and the community health status report. PH will continue to provide reports on key RBDM indicators; however, the quality and timeliness may be affected.
- The State Office of AIDS has eliminated funding ($379,544) for local HIV education and treatment. This necessitates the elimination of a 0.5 FTE Social Worker IV, and 1.0 FTE Administrative Assistant. This will eliminate HIV prevention for farm workers, the youth-at-risk program (Nipomo), women-at-risk, and prevention messages on Spanish language radio. The loss of the Social Worker will result in reduced AIDS case management services.
- On March 23, 2004, BOS directed the PH to immediately begin a mosquito abatement program to reduce the impact of West Nile Virus and other mosquito-borne diseases with the goal of no additional permanent or limited term staff. The proposed budget includes expense and associated General Fund Support for $146,050 for the mosquito abatement program. In order for Environmental Health Services to implement the mosquito abatement program, PH proposes to make the following program changes:
  - Discontinue developing the final biosolids ordinance and its education campaign.
  - Discontinue field responses to complainants about rodents, flies, fleas, ticks, cockroaches etc. unless there is a demonstrated pubic health hazard.
  - Reduce the frequency of public swimming pool inspections from annual to once every two years for facilities with no safety violations on their prior inspections.
  - Delayed response times for complaints and consultations. Environmental Health will respond within 24 hrs to complaints with genuine public health concerns.
- Per the Board's direction in January 2004, the Solid Waste Local Enforcement Agency responsibilities will be returned to the State of California Integrated Waste Management Board. The position will be redirected to investigate illegal tire disposal, perform waste tire facility inspections, and survey points of waste tire generation through the State Waste Tire grant program. The total expense and revenue for this program, including the purchase of a new vehicle is $149,538. No increase in the level of General Fund Support required.
- The Family Health Services Division proposed a reduction of 11 FTEs as detailed below:
  - Elimination of 2.0 FTE Community Health Nurse positions and 1.5 FTE Public Health Aides due to the transfer of County prenatal services to Community Health Centers of the Central Coast (CHCCC). These services are presently located at the Paso Robles, Morro Bay and the Grover Beach PH Department sites.
  - Elimination of 1.0 FTE Nurse Practitioner and 3.25 FTE Administrative Assistants, 0.25 FTE Licensed Vocational Nurse position representing a 40% reduction in Family Planning/Cancer Screening/Sexually Transmitted Disease programs. The 40% reduction represents elimination of all family planning/cancer screening/sexually transmitted disease clinical programs at the Grover Beach PH site. A local non-profit agency has recently purchased a medical office in Arroyo Grande and PH has coordinated with them to ensure access to these services. A1.0 FTE Public Health Nurse performing field nursing services is eliminated.
  - The State Department of Health Services has eliminated funding for a 1.0 FTE Social Worker II for the Community Challenge grant program ($125,000 yearly allocation), which targets high-risk male teens in North County and is dedicated to pregnancy prevention.

- Elimination of 0.50 FTE (Prop 10 funded) Community Health Nurse ($70,000) for the Linkages Childcare Program, which promotes health and safety needs for children in childcare and preparation for pre-school and elementary school.
- Elimination of 1.0 FTE Health Education Specialist, 0.5 FTE Administrative Assistant and 0.25 FTE Social Worker III for the Maternal and Child Health outreach activities. The reductions are due to decreased funding and inflationary costs. The result of this action will be decreased presence at community health fairs, and elimination of both child safety health education classes and breast cancer early detection outreach.

In an effort to avoid further reductions, PH did not include the expense of replacing 69 PC's (or 28.4% of the department's inventory) scheduled for replacement per the Information Services Division standards. The total replacement cost would be $115,782.

Highlights this past year include:

- The investigation and intervention of a potentially serious foodborne outbreak where 30 people were identified as affected, all of whom were County residents. After extensive laboratory testing, the State VDRL identified Norovirus in some of the victims. Norovirus is a highly infectious viral organism that is easily transmitted via contaminated surfaces. Corrective action was implemented at the restaurant identified as the source of the incident.
- Smoking rates in SLO County continued to decline. Less than 14% of residents smoked in 2003, compared with 17% in 2001, according to the ACTION for Healthy Communities survey. This means there are 5,000 fewer smokers in the county now than two years ago.
- A new federal law (HIPAA) established medical privacy standards nationwide. PH successfully completed an eighteen-month effort to meet the April 14, 2003 implementation deadline and ensure full compliance with the complicated and comprehensive regulations
- The Public Health Department in conjunction with the local First Five Commission has launched a campaign to have all pregnant women in San Luis Obispo County assessed for use of tobacco, alcohol and other drugs. To date, 18 out of 23 Obstetricians are screening all their clients for substance use during pregnancy and the postpartum period. The department continues to provide education and support services to these physicians, by offering consultation, referral services for intervention/counseling, and individual as well as county-wide statistical information.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Public Health Laboratory Gross Cost = $79,503 General Fund Cost = 0	Increases two .5 FTE Microbiologists to two 1.0 FTE Microbiologists for the Public Health Laboratory	Increase the laboratory's ability to address increased workload associated with assuming the sexually transmitted disease testing from Community Health Centers (CHC), specifically focusing in the following results. Increase the lab's ability to process the number of chlamydia and gonorrhea tests from 13,700 to 16,850 resulting in the detection of 55 additional cases of chlamydia and 3 cases of gonorrhea in an effort to decrease the incidence rate of sexually transmitted diseases.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Public Health Department has increased 51% ($490,490) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be primarily attributed to costs associated with implementing the Mosquito Abatement Program ($146,050), costs associated for a patient advocate ($50,000), and costs associated with restoring Grover Beach and Morro Bay clinics ($156,000). The Mosquito Abatement Program includes expenditures for mosquito abatement activities including purchasing agricultural supplies, and expenditures for mosquito surveillance activities, which were previously budgeted in the Agricultural Commissioner's budget. Per the Board of Supervisors' direction, the Mosquito Abatement Program did not add any additional permanent staff. Another factor in the need for increased General

Fund support is the lack of growth in State Realignment Funds for the third year in a row. In the past few years, the Public Health Department has experienced tremendous growth in both staffing and other resources. Although much uncertainty still exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the previous growth in health and human service programs is not sustainable. In FY 03-04 health and human services began to experience the impacts of Federal and State program cuts.

Overall expenses for the Public Health Department has increased by 4% compared to the Fiscal Year 2003-04 Adopted Budget. Recommended funding for Public Health's salaries and benefits has increased by 3% primarily due to temporary help associated with the Mosquito Abatement Program. The Fiscal Year 2004-05 budget recommendation includes a reduction of 12.25 FTE positions, of which 8.0 FTE are vacant, due to loss of revenue and lack of revenue growth. The proposed decreases are associated with the AIDS Program, the transfer of the prenatal programs to a local community based organization, and a number of grant expirations. In support of increased workload in the Public Health Laboratory, two .5 FTE microbiologist positions will be increased to full-time. A .5 FTE accounting technician and .5 FTE administrative assistant will be added for administrative and accounting support for the new Clinical Lab budget. These positions are fully funded by increased laboratory revenue and do not increase the Department's level of General Fund Support. 14.25 FTE limited term positions that expire on June 30, 2004 are recommended for extension through June 30, 2005 since available funding has been extended for these grant funded positions.

Recommended funding for the services and supplies accounts have increased slightly by 1%. The Department balanced their services and supplies priorities within available revenue.

Overall revenues for the Public Health Department have increased slightly by 1%. The budget includes $425,413 of Tobacco Settlement Funds, which are used to pay for the Tobacco Intervention and Cessation program and services provided at community clinics.

The Public Health Department budget is financed with Federal, State, and local dollars. The County's local share is financed with Realignment Revenue ($3,917,939) and General Fund dollars ($1,444,957).

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Public Health Department's FY 04-05 budget:

- Amend Budget Unit 3000's position allocation list to delete a .5 FTE Limited Term Administrative Assistant and add a .5 FTE Permanent Administrative Assistant
- Amend Budget Unit 3000's position allocation list to delete a 1.0 FTE Administrative Services Officer and add a .5 FTE Public Health Nurse and a .5 FTE Public Health Aide for the Statewide Immunization Information System program
- Increase Budget Unit 3000's revenues and expenditures ($125,000) for the Community Challenge Grant program and amend the position allocation list to add a 1.0 FTE Social Worker II and a .25 FTE Community Health Nurse/Public Health Nurse
- Increase Budget Unit 3000's revenues and expenditures ($27,000) for the Mandated Certified Unified Program (Hazardous Materials Inventory)

GOALS AND PERFORMANCE MEASURES

Department Goal: Prevent epidemics and the spread of disease or injury.

Communitywide Result Link: Healthy Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual rate of reported retail foodborne disease outbreaks per 100,000 people.	0	0	2	Less than 2	3	0

What: Regardless of the level of monitoring of retail food facilities, foodborne disease outbreaks will occur. A foodborne outbreak is usually defined as "the occurrence of 2 or more cases of a similar illness resulting from ingestion of a common food source."

Why: It is critical that the Public Health Department respond to foodborne disease outbreaks in order to identify the cause and, if possible, prevent it from reoccurring. Investigating and controlling foodborne disease outbreaks minimizes the number of people affected and in this way maintains a healthy community.

How are we doing? In FY 2003/04, there were three identified retail foodborne disease outbreaks in San Luis Obispo County, which was higher than our target of "less than two". One was associated with a church fundraiser (where the food was determined to be grossly contaminated with *Staphylococcus Entero Toxin B);* one was associated with a local restaurant (though the cause was unknown, as none of the affected individuals sought medical treatment); and one was at a local wine festival (where symptoms and the incubation period were consistent with Norovirus, which is a highly infectious viral organism). There are no recent benchmark data available.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of children in county clinics who are immunized by age two for diphtheria, pertussis, tetanus (DPT), polio, measles, mumps, rubella (MMR), hepatitis B, and *Haemophilus influenzae* type b (Hib).	*53.1%	*82.2%	86.5%	84%	72.9%	87%

What: Measures immunization protection for children seen at County clinics. Since the majority of children countywide are immunized by private physicians, our long term objective is implementation of a countywide tracking and reminder system that will improve immunization rates for all children.

Why: Appropriate immunization protects children from the classic childhood diseases.

How are we doing? Our May 2004 audit of 70 two-year old children who have been to our Public Health Department clinics at least twice for vaccinations showed that 72.9% were up-to-date, which is lower than our target of 84%. The public health department assisted an additional 18.6% of two-year old children to receive all of the required vaccinations, though after their 24-month birth date (for a total percent of 91.4%). Some of these children are under the care of a personal medical doctor (PMD) and only seek the Public Health Department when their PMD is not accessible or if they temporarily lose health insurance. The most recent State and benchmark counties comparison data are from the California Department of Health Services, Immunization Branch, Local Health Department Clinic Assessment, 2003, and showed the State total results were 65% and San Luis Obispo County ranked first among our benchmark counties: San Luis Obispo – 86.5%, Santa Barbara – 81.2%, Santa Cruz – 71%, Kern – 64.6%, Napa – 49.2%, Placer – 38.6%, and Monterey – not available.

- Note that there are minor changes in the FY 2000-01 and FY 2001-02 actual results (compared to previous reports) due to the additional inclusion of hepatitis B and *Haemophilus influenzae* type b (Hib) immunizations in the results.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of cases countywide of childhood diseases that are preventable by the recommended childhood vaccine schedule.	2 in 2000	0 in 2001	2 in 2002	2	0	1

What: Measures the effectiveness of child immunization programs in the community.

Why: Appropriate immunization protects children from the classic childhood diseases [including measles, mumps, rubella, diphtheria, pertussis (formerly called Whooping Cough), tetanus, polio and pneumococcal meningitis.]

How are we doing? There were no reported cases of childhood diseases that were preventable by the recommended childhood vaccine schedule in San Luis Obispo County during FY 2003-04, which is better than our target of 2. Benchmark data are not available.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of individuals reported to have Sexually Transmitted Diseases who are contacted for follow-up and treatment.	98%	98%	99%	98%	98%	98%

What: Persons with gonorrhea, chlamydia and syphilis are contacted to ensure that they and their partners are treated for their infection.

Why: Contacting and treating partners of persons with gonorrhea, chlamydia and syphilis is key to controlling these sexually transmitted diseases.

How are we doing? During FY 2003/04, an estimated 98% of individuals with Sexually Transmitted Diseases (STD) in San Luis Obispo were contacted and referred for follow up, which met our target. More than 94% of these follow-up contacts were for chlamydia, which is the most frequently reported STD in the state. There are no benchmark data for STD follow-up. We are developing a new tracking tool that will track all positive gonorrhea, chlamydia, and syphilis cases, the number of contacts related to the positive case, and how many contacts of the positive cases were contacted and informed of the need for follow-up. This will enhance our resource tracking and surveillance capability in the future.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Cost per visit for childhood and or adult immunization.	New Measure	New Measure	$ 44.00/ visit	$ 44.00/ visit	$56.38/visit	$ 48.00/ visit

What: Measures the cost to immunize a child or adult at County clinics per visit. Does not include flu clinic or vaccinations specifically for travel. Cost is direct division cost, minus revenue.

Why: To monitor delivery efficiency of this important and heavily utilized service and improve access to the citizens. CDC Information states that for every dollar spent on immunizations the following is saved in future medical costs: measles, mumps, rubella (MMR) - $16.34, diphtheria, pertussis, tetanus (DPT) - $6.21, Chickenpox - $5.40.

How are we doing? In FY 2003/04, we recorded 4,372 visits, a decrease from the 5,208 visits in FY 2002/03, with an average cost of $56.38 per visit. This is higher than our FY 2003/04 target of $44 per visit. Revenue per visit has been a constant between both years, but expenses increased 16.6% per visit. Salaries are the most expensive component of an immunization service. Benchmark data are unavailable.

Department Goal: Promote and encourage healthy behaviors.

Communitywide Result Link: A Healthy Community

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of low birth-weight infants.	5.3%	5.0%	5.1%	5.0%	5.5%	5.0%

What: Measure the percentage of live born infants (averaged over a three-year time period) who weigh less than 2,500 grams (five and three-quarters pounds) at birth and are born to residents of our county.

Why: Low birth-weight impacts the infant's survival and future development. Several Family Health Services programs strive to decrease teen pregnancy, enhance nutrition, decrease tobacco use, and encourage early entrance into prenatal care in order to improve mothers' health and decrease infant low-birth rate.

How are we doing? Per the 2004 County Health Status Profiles, the 2000-2002 results show the percentage of low birth-weight infants among San Luis Obispo County residents was 5.5, which was higher than the 1999-2001 results, but still better than the California rate of 6.3, and also better than the rates for most of our benchmark counties (Santa Cruz – 5.2, San Luis Obispo – 5.5, Napa – 5.5, Monterey – 5.7, Placer – 5.7, Ventura – 5.9, Santa Barbara – 6.0, and Kern - 6.5). We did not meet our FY 2003/04 target of 5.0%. The reason for this increase in the percentage of low birthweight babies in 2000-2002 is not certain, but is likely part of the normal and expected fluctuation one sees over time in a relatively small population such as our county.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of live born infants whose mothers received prenatal care in the first trimester.	81.8%	82.6%	82.9%	85%	81%	85%

What: Percentage of pregnant live born infants whose mothers received prenatal care in the first trimester of pregnancy.

Why: Early, high quality prenatal care reduces the incidence of morbidity and mortality for both mother and infant.

How are we doing? Per the 2004 County Health Status Profiles, the 2000-2002 results show the percentage of live born infants whose mothers received prenatal care in the first trimester among San Luis Obispo County residents was 81.8. This is lower compared to the California percentage of 85.5 and our FY 2003/04 target of 85%. The results for our benchmark counties are Santa Cruz – 90.8, Ventura – 90.2, Placer – 88.5, Kern – 83.1, Monterey – 82.7, San Luis Obispo – 81.8, Santa Barbara – 79.2, and Napa – 75.8. Based on feedback from some health care providers and low-income pregnant women, one of the key issues that appear to be impacting this performance measure is reduced access to medical care.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Birth rate of adolescent females, ages 15 to 17, per 1,000 population.	(14.8) *21.4	(11.1) *16.3	(12.8) *19.1	(10.5) *18.0	(12.3) *18.5	(12.5) *17.0

What: This represents the rate of births per 1,000 population for female teens between 15 and 17 years old.

Why: The rate of teen births in our county is a direct predictor of future health, social and economic status. The age range of 15 to 17 year olds is a critical one and a direct indicator of future high-risk families.

How are we doing? The teen birth rate for females, ages 15 to 17 years, was 18.5 per 1,000 population in 2003, which is slightly higher than our FY 2003/04 adopted target. Comparison data for the 15 to 17 year age group is no longer available from the State due to budget cut-backs. However, during 2002, San Luis Obispo County ranked 5th best among all 58 California counties for teen births among the 15 to 19 year age group. The teen birth rate in our county has been on a downward trend.

*The teen birth rates in San Luis Obispo for 2000 through 2003 have been revised to reflect the newly released population data, which is based on the 2000 Census. The old data, based on the old 1990 Census data, is in parentheses.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the State allocated caseload enrolled in the Women, Infants & Children (WIC) Program.	96%	97%	97.2%	98%	97%	97%

What: Measures the provision of supplemental foods, nutrition education and linkages to good health care for eligible women, infants and children.

Why: Reduces the complications of pregnancy; reduces iron deficiency anemia in women, infants and children; decreases the incidence of low birth-weight infants and promotes optimum growth and development of infants and young children.

How are we doing? In San Luis Obispo County, the FY 2003-04 average monthly WIC Participation was 4,257, and the average percentage of the caseload enrolled in WIC was 97%, which is 1% lower than our FY 2003-04 target of 98%. Since 1997, the San Luis Obispo County WIC Program's monthly-allocated caseload has grown by 28.5% (from 3,425 to 4,400). Even though the monthly-allocated caseload has grown throughout the State, the WIC Programs for both San Luis Obispo County and each of our benchmark counties have successfully maintained monthly participation to meet 96-100% of the county's allocated caseload in accordance with State mandates.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
HIV positive antibody test rate among community residents per 100,000 population.	New Measure	2.4	3.2	3.0	2.1	1.9

What: Positive Human Immunodeficiency Virus (HIV) antibody test rate (per 100,000 population) in the Public Health Lab from specimens submitted from HIV test sites in the community and in the Public Health Department, but not those who are institutionalized.

Why: The rate of HIV positive antibody tests in the population may be a reflection of the increased availability of testing services.

How are we doing? During FY 2003/04, there were 6 HIV positive cases among community residents that were tested in the Public Health lab. This translates into 2.1 cases were 100,000 population (assuming 283,400 population in San Luis Obispo County, based on the 2004 California Department of Finance population estimates). This is slightly lower than our FY 2003/04 adopted target of 3.0. Comparable benchmark data are not available.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Youth smoking rate (proportion of youth in 11th grade who have smoked cigarettes within the past 30 days).	23%	22%	22%	21.9%	19%	20%

What: The proportion of youth in the 11th grade who have smoked cigarettes within the past 30 days, based on the county schools survey done biannually.

Why: Measures the effectiveness of tobacco prevention programs.

How are we doing? The most recent youth smoking rate data are from the San Luis Obispo County Fall 2003 Healthy Kids Survey. The results indicate a youth (11th grade) smoking rate of 19%, a decrease from 22% in Fall 2001, and a lower rate compared to our FY 2003/04 target of 21.9%. Data from our benchmark counties for the Healthy Kids surveys are not available at this time. The youth (11th grade) smoking rate was 19% for the 2001-2002 9th Biennial California Student Survey and 30% for the 2001 national Youth Risk Behavior Survey results.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Adult smoking rates.	17.1%	16.3%	13.4%	16%	13.4%	12.9%

What: The proportion of adults who smoke based on the Action for Healthy Communities survey, which is completed bi-annually.

Why: Measures the effectiveness of tobacco control programs.

How are we doing? Results of the past two Action for Healthy Communities surveys revealed that the total percentage of residents who smoked every day or some days declined from 16.3% in 2001 to 13.4% in 2003, which is better than our target of 16%. The most recent adult smoking prevalence benchmark data are from the 2001 California Health Interview Survey (CHIS): Placer County – 14.1, San Luis Obispo County – 14.2, Monterey / San Benito County – 14.2, Ventura County – 14.6, California – 16.9, Napa County – 17.0, Santa Barbara County – 17.3, Santa Cruz County – 18.9, and Kern County – 20.5.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Lung cancer age-adjusted death rate per 100,000 population.	45.5	46.4	45.2	43.0	45.8	43.0

What: The proportion of County residents who die of lung cancer (based on a two year average adjusted for age to allow comparison).

Why: Measures the effectiveness of tobacco control program, since 90% of lung cancer is due to smoking. Once a person quits smoking, after five years, their risk of a stroke is reduced to that of a nonsmoker's; after 10 years, their risk of death due to lung cancer is about half that of a continuing smoker; and after 15 years, their risk of coronary heart disease is that of a nonsmoker's.

How are we doing? Our lung cancer death rate was 45.8, which is slightly higher than our target of 43. This is likely due to a higher smoking prevalence (in the past) among our population. Per the 2004 County Health Status Profiles, the 2000-2002 results for the age-adjusted death rates (per 100,000 population) due to lung cancer show that San Luis Obispo ranks fourth among the seven benchmark counties (i.e., three counties have a lower age-adjusted lung cancer death rate): Santa Cruz - 37.6, Santa Barbara - 40.4, Monterey – 44.0, San Luis Obispo - 45.8, Napa – 50.3, Kern – 51.6, and Placer - 59.1. The rate for California was 44.8.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of fatalities to vehicle occupants under the age of four.	1	0	0	0	0	0

What: Measures the number of children aged 3 and under who are killed as passengers in motor vehicle incidents.

Why: Measures the effectiveness of child passenger protection.

How are we doing? There were no deaths to vehicle occupants under the age of four in our county for 2002, 2003, or from January through July 2004 [based on our local database], which meets our target of 0. According to data obtained from the State Center for Health Statistics, the only fatalities to vehicle occupants under the age of four in our County between 1995 and 2001 was 1 in 1999 and 1 in 2000. For our comparison counties, the average number of child passengers killed per year from 1996–2000 was Santa Cruz - 0, Placer – 0.2, Napa – 0.2, San Luis Obispo - 0.2, Monterey - 0.6, Santa Barbara – 0.6, and Kern 1.4.

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of designated Public Health staff receiving nuclear disaster training.	100%	76%	100%	95%	100%	100%

What: Training on how to manage a decontamination center and how to execute decontamination.

Why: To ensure sufficient number of staff are trained to respond to a disaster situation.

How are we doing? The percentage of designated public health staff who received nuclear disaster training in FY 2003/04 was 100%, which is better than our target of 95%. More frequent training and videotaping of training to provide an orientation to newly hired public health nurses helped Public Health reach our target. Benchmark data are not available.

Department Goal: Protect against environmental hazards.

Communitywide Result Link: Safe and a healthy community.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of compliance with State or Federal bacteriological drinking water standards.	95.1%	95.2%	95.2%	96%	95.3%	96%

What: San Luis Obispo County regulates approximately 166 small water systems with 5 to 199 connections. These supply water to approximately 20% of our county. Water samples are tested for total coliform bacteria.

Why: Coliform bacteria are indicator organisms used to determine if water systems are contaminated by organic sources such as animal feces. Water systems contaminated with fecal material can cause diseases such as typhoid fever, cholera, shigella and cryptosporidiosis. By performing routine inspections on water systems and requiring repairs and improvements to water systems that repeatedly fail bacteriologic standards, we will improve the healthfulness of the drinking water supply and reduce the incidence of samples that fail bacteriological water tests.

How are we doing? During FY 2003/04, 1,858 routine water samples were taken and 1,770 passed. This represents a compliance rate of 95.3%, which is slightly lower than our adopted target of 96%. When a sample fails, the water system operator is notified immediately and instructed on how he can resolve the problem. Follow up samples are taken until they pass. Eventually, all water systems must pass bacteriological drinking water standards. Benchmark data are not available.

17. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of compliance of retail food facilities with critical food safety practices regarding food-handling and food processing.	94.8%	96.1%	97.5%	97%	97.3%	98%

What: This performance measure is assessing the food facility violations such as food cooking temperatures, holding temperatures, and thawing techniques.

Why: These are critical factors in preventing foodborne diseases, protecting public health, and providing a safe and healthy community. By keeping a constant vigil on these critical factors, we will also maintain the confidence our citizens and visitors have in our food supply.

How are we doing? During FY 2003/04, 1,474 retail food facilities were inspected, and a 97.3% compliance rate with critical food safety practices was achieved. We met our adopted target of 97.0%. By targeting those violations that represent the highest risk of foodborne illness, we can make the maximum use of scarce resources. Benchmark data are not available.

18. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of compliance in recreational water standards.	92.5%	95.9%	97.9%	95%	95.5%	98%

What: This performance measure assesses the compliance rate with bacteriological standards for water samples taken in the ocean waters off our most used beaches. The water is assessed for total coliform, E. Coli, and enteroccoci bacteria.

Why: The monitoring of our ocean waters for indicator organisms is essential for protecting the safety and health of our community for both residents and visitors. Diseases of the eyes, ears, throat and gastrointestinal tract are potentially transmitted when people use our beaches. By monitoring our ocean waters we can advise users of potential unhealthful conditions and notify them when it is safe to return to the water. We can also work with waste water treatment systems to evaluate causes of elevated levels if they are not associated with storm runoffs.

How are we doing? During FY 2003/04, Environmental Health took 1,077 samples of ocean water for routine monitoring, and 49 of these samples failed to meet bacteriological standards. This equals a compliance rate of 95.5%. We met our FY 2003/04 adopted target of 95%; however, our results were slightly lower competed to FY 2002-03, when our compliance rate was 97.9%. Recent benchmark data are not available.

19. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of compliance with State and Federal laws in HazMat facilities (e.g. manufacturing, printers, gas stations and plating facilities.)	91%	85.7%	88.2%	90%	90.5%	91%

What: This measure tracks our hazardous materials/waste facilities' level of compliance with the State and Federal laws governing their operation.

Why: Tracking the violations is important in determining the compliance of hazardous material facilities with State and Federal laws designed to protect public health and maintain a safe and healthy community.

How are we doing? During FY 2003/04, 645 hazardous material facilities were inspected. A 90.5% compliance rate with critical hazardous material audit categories was achieved. This is better than our FY 2003/04 adopted target of 90% and also better compared to the results for the past two years. The major problems identified were lack of appropriate training or training documentation, incomplete or unavailable chemical inventory, underground storage tank piping test not performed as required, and manifests not completed and retained for 3 years. Benchmark data are not available.

Department Goal: Promote accessible, appropriate and responsive health services to all members of the community.

Communitywide Result Link: A Healthy Community

20. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of children enrolled in the Healthy Families Program.	2,786	3,378	3,833	4,468	3,824	4,600

What: The number of children actively enrolled in the Healthy Families Program.

Why: Healthy Families Program offers more low-income families access to low-cost health coverage for children at or below the 250% poverty level.

How are we doing? In San Luis Obispo County, the number of children enrolled in the Healthy Families Program has increased by 85% in the past four years (from 2,063 as of July 2000 to 3,824 as of June 2004). The results for FY 2003/04 are lower than our targeted result of 4,468 and our previously projected result of 4,300. Probable reasons for the decline in enrollment include: (1) In January 2004, the State changed the agency that processed applications. The new agency is taking so long on the renewal process that some families are being disenrolled before the application is processed. There is no telephone access to find out the status of new applications or renewals. (2) Since July 2003, application assistants were no longer being reimbursed $50 for helping clients enroll in Healthy Families; therefore, many organizations (e.g., Catholic charities) that were assisting clients to enroll stopped providing this service. (3) Some clients are no longer eligible due to age or income changes. (4) Some clients did not reapply for unknown reasons. The enrollment for our comparison counties (as of June 2004) was: Napa – 1,724, Placer – 2,681, San Luis Obispo – 3,824, Santa Cruz – 4,237, Santa Barbara – 7,706, Monterey – 12,819, and Kern 16,473. Note that enrollment numbers vary markedly based on the county population and the percentage of children who qualify for the program based on family income. The 2004/05 Children's Health Initiative includes provisions to reduce barriers to Healthy Families and Medi-Cal applications for children.

21. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of eligible population receiving Child Health and Disability Prevention (CHDP) examinations.	45%	71%	65%	60%	45%	68%

What: CHDP compares the number of children who actually receive well child exams under the program to the target group included in the CHDP eligible population.

Why: The percentage is a measure of how well the program reaches the target population.

How are we doing? During FY 2003-04, 9,808 San Luis Obispo County children received CHDP well child examinations, compared to the State's target population for our county of 21,840. This represents 45% of our target population, which is lower than our FY 2003/04 target of 60%. Factors contributing to this include: (1) many children who used to be seen through the CHDP Program now qualify for and have enrolled in the Healthy Families Program, which provides comprehensive health care; the number of children enrolled in the Healthy Families Program in San Luis Obispo County has increased by 85% in the past four years; (2) some of the eligible population are unaware of this program, which is being addressed through education about the program. Benchmark data from other counties for FY 2003-04 show: Santa Barbara County: 41,604 exams / 46,358 target = 90%; Kern County: 96,199 exams / 137,933 targeted = 70%; Placer County: 9,983 exams / 15,844 targeted = 63%; and Monterey County: 13,798 exams / 58,730 targeted = 23%. Note that these percentages will be revised in a later report, since there is a delay in payment for some exams (which is a requirement for inclusion in the total exam count for each county).

22. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of first grade children receiving school entrance physical examinations.	98%	96%	95%	98%	97%	97.5%

What: This is a measure of the number of children entering first grade who have had a CHDP equivalent physical examination within 90 days of entering first grade.

Why: The CHDP Program wants to ensure that all children entering first grade are healthy and ready to learn.

How are we doing? The result for San Luis Obispo County was 97%, which is 1% lower than our FY 2003/04 target of 97%, but slightly better compared to our results for the previous two years. The total number of children entering first grade in San Luis Obispo County in the School Year 2003-04 was 2,710. Of these, 2,557 (94.4%) had documentation of the required health exam, 72 (2.7%) had waivers signed by a parent, and 81 (3.0%) had neither the waiver nor documentation of the required health exam. Parents usually have chosen to waive the exam because of religious or other reasons. The State of California considers the requirement met if there is documentation of the health exam or if there is a signed waiver on file. Based on this, 97% of the children in San Luis Obispo County met the requirement. The State Department of Education is no longer providing a comprehensive report that compares school districts; therefore, current benchmark data are not available.

23. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Child Health and Disability Prevention (CHDP) children examined who receive follow-up assistance or treatment.	96%	96%	96%	95%	93.4%	97%

What: This is a measure of the number of children who received follow-up treatment compared to the number who were referred for a suspected condition after a CHDP exam.

Why: The CHDP Program wants all children with suspected medical or dental conditions to receive the follow-up care necessary to treat the conditions.

How are we doing? In FY 2003/04, our result for San Luis Obispo County was 93.4%, slightly lower than our target of 95%. There were 1,097 referrals for medical or dental care. Of these, 661 (61%) have completed treatment, 146 (14%) received some follow-up and/or treatment, 218 (20%) are still open and in the process of receiving treatment, 57 (5%) have moved or are unable to be located, and 15 (<1%) declined treatment. In summary, 1025 (93.4%) have received or are still in the process of receiving treatment or follow-up care in FY 2003/04. This is slightly lower compared to last year's result (96%); however, last year's report was based on data as of the end of October 2003, while this year's report is based on data as of June 30, 2004. The actual results will be revised as later reports are received. Benchmark data are not available.

24. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of pregnant and parenting women with positive drug and alcohol screen or admitted substance abuse who are enrolled in Public Health Nursing Case Management Services and receiving follow-up.	64%	91.3%	80.2%	92%	73.1%	92%

What: Public Health Nursing receives referrals on substance abusing pregnant/parenting women who tested positive for drugs or admit alcohol/ substance use. The number of these women that we enroll and provide services for is tracked.

Why: The percentage is a measure of how well the program reaches and enrolls this very high-risk target population. Alcohol and/or drugs during pregnancy can substantially affect newborn health and increase the healthcare costs associated with the newborn.

How are we doing? In FY 2003/04, of the 219 referrals, 160 (73.1%) were enrolled in Public Health Nursing Case Management Services and received follow-up, which is lower than our target of 92% and our results for last year (80.2%). Even so, we had more than double the substance abuse referrals received last year (106 in FY 2002/03), and the actual number of women enrolled in our program is our highest number for a single year. The significant increase in referrals to our program is likely due to the increased awareness and screening in our community. More than 800 professionals attended Dr. Ira Chasnoff's lectures regarding prenatal substance abuse in September 2003 and March 2004. Dr. Chasnoff is from the Children's Research Triangle, Chicago, Illinois. His visits have been funded by the Children's Services Network and the First Five Commission. Thirteen of our obstetrics providers and our four CHCCC clinics are currently using the "4 P's Plus" Perinatal Substance Abuse Screening and Referral program in San Luis Obispo County; only five of our providers are not using this program. The Perinatal Substance Abuse Prevention Coalition and Leadership Group have been working with human service providers and obstetrics providers to increase awareness, detection and prevention of perinatal substance abuse. Benchmark data are not available.

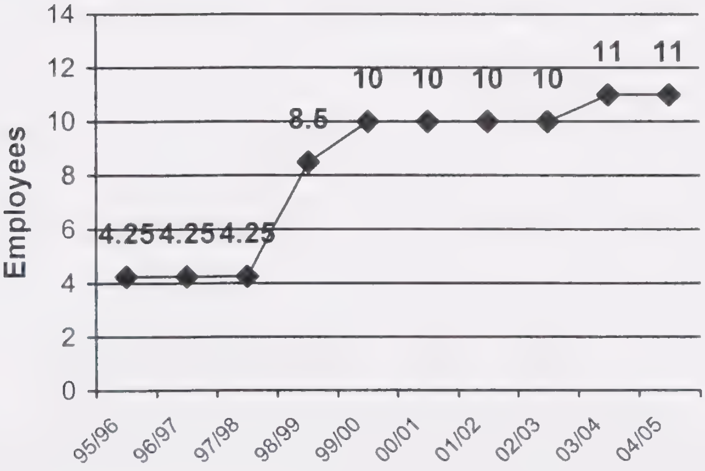
MISSION STATEMENT

The mission of the Law Enforcement Medical Care (LEMC) Program is to provide cost effective, quality medical care for persons incarcerated at County Jail and Juvenile Hall.

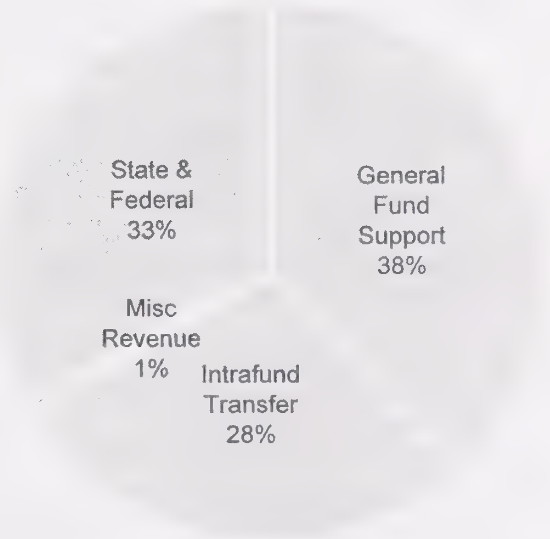
Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 994,016	$ 1,137,747	$ 1,099,356	$ 1,099,356	$ 1,099,356
Services and Supplies	354,333	558,997	568,768	568,593	568,593
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,348,349	$ 1,696,744	$ 1,668,124	$ 1,667,949	$ 1,667,949
Less Intrafund Transfers	363,124	410,325	461,923	461,923	461,923
**Net Expenditures	$ 985,225	$ 1,286,419	$ 1,206,201	$ 1,206,026	$ 1,206,026
Revenues	619,710	563,451	563,150	563,150	563,150
General Fund Support (G.F.S.)	$ 365,515	$ 722,968	$ 643,051	$ 642,876	$ 642,876

Number of Employees

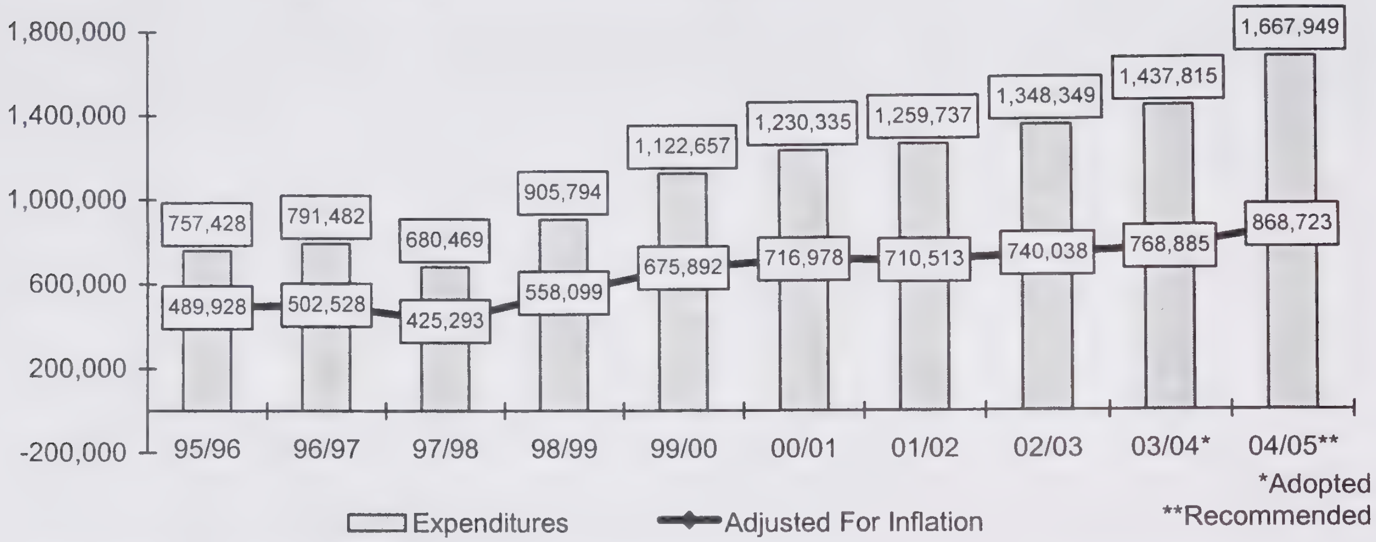
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Jail Medical Services

This program provides mandated medical care for jail inmates. This includes holding daily sick call, administering prescribed medications, coordinating referrals drug abuse/alcohol programs and mental health services, and referring and paying for hospital care for acutely ill or injured patients. The program pays for emergency transport to the hospital, referred specialist services, emergency room care, and any ancillary medical services not available at the jail dispensary.

Total Expenditures: $1,305,026 Total Staffing (FTE): 8

Juvenile Hall Medical Services

This program provides mandated medical care for juvenile hall wards, including holding daily sick call, administering prescribed medications, coordinating referrals drug abuse/alcohol programs and mental health services.

Total Expenditures: $362,923 Total Staffing (FTE): 3

DEPARTMENT COMMENTS

The County is required by Title 15 of State regulations to treat illness and maintain the health of county inmates.

The average daily population at the jail continues its upward trend, with a corresponding increase in total health care costs at the jail.

There also has been a striking increase in the severity of illness that must be treated. For example, two inmates this fiscal year with liver transplants (which occurred before their incarceration) have needed intense medical care to maintain their health. The number of inmates with other serious medical needs (such as fragile diabetes, heart disease, and toxic infection) is also increasing.

More severe medical needs have increased the jail's costs for medical specialists, for inpatient treatment, as well as for prescription medications. Overall, a larger number of inmates needed treatment (120,684 doses of medication- up 22%) in the first half of FY 03-04 compared to the first half of FY 02-03.

In response to increasing medical needs at the jail, the Board of Supervisors added two half-time (0.5 FTE) nurses to the position allocation list in March 2003, at an additional annual cost of $29,000. To help retain correctional nurses (from loss to the state correctional institutions locally), the Board approved an increase of fifty cents per hour for FY 2003-04 in nursing compensation, at an annual cost of $7,000.

Staff have been able to implement a number of cost saving ideas. An example is the development of diabetic education packets, decreasing the number of times diabetic patients need to see medical staff.

Overall, requested expense is up 17% compared to actual expenses in Fiscal Year 2002-03. The total cost of medical specialists, prescription drugs, inpatient care and related specialty care needs are up 20%, and medical staff costs are up 14%. However, the cost per inmate per day for medical care is projected at $7.62, up only 1% from this fiscal year. This increase is significantly less than the national medical inflation rate of 4.7% (U.S. Medical Consumer Price Index, 2002).

These increased costs are unavoidable given the state mandate to see sick inmates and provide them with necessary treatment.

Regular coordinating meetings with Sheriff's department officials at the jail have confirmed that status quo medical coverage (full night shift coverage) is considered by both our departments to be an essential service. Our Status Quo budget seeks to maintain that service level.

At the Juvenile Hall, all youth receive medical care as required by extensive State regulation (Title 15). The average daily population of youth incarcerated in fiscal year 2002-03 at the Hall was 38. Medical staff provided 720 immunizations and 21,808 doses of prescribed medication. 100% of all new admits receive a medical screening within 24 hours.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for Law Enforcement Medical Care (LEMC) maintains 24-hour nursing coverage. The General Fund Support for LEMC has increased 54% ($226,698) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be attributed to increases in medical and pharmaceutical costs associated with an increased daily census at the jail, 24-hour nursing coverage, and an increased level of acuity of persons in custody needing medical attention. Another factor in the need for increased General Fund support is the lack of growth in State Realignment Funds for the third year in a row.

Overall expenses for LEMC have increased by 20% compared to the Fiscal Year 2003-04 Adopted Budget. The recommended budget for the Law Enforcement Medical Care program reflects a continuing increase in expenditures due to an increase of inmates with medical conditions requiring treatment with prescription medications. Increased frequency of more severe illness and more difficult medical conditions at the jail have resulted in increased costs associated with hospital care, specialty medical services, and lab testing needed to treat the rise in the numbers of sick and injured inmates. During Fiscal Year 2003-04, the jail experienced a trend of a rising inmate population coupled with an increase in the number and complexity of medical cases among this population. The average daily census at the jail has risen from 356 in FY 01-02 to a projected 435 in FY 03-04.

This budget is financed with a combination of General Fund, State Realignment Funds, and Tobacco Settlement Funds allocated per Measure A-02, which is reflected as a transfer from the Sheriff's Department.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide cost effective medical care to maintain health of inmates.

Communitywide Result Link: Healthy and Safe Community

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of annual medical inspection requirements met at the jail and juvenile hall.	99%	97%	99%	99%	98.4%	99%

What: California State Regulations (Title 15) describe the requirements for medical services in county jails and juvenile halls. An annual inspection is done to verify performance for these service requirements.

Why: Measures overall quality and comprehensiveness of medical care provided to inmates at the jail and juvenile hall.

How are we doing? The inspection results of our most recent annual audit (December 2003) were very positive: 98.4% compliance at the juvenile hall and 99.4% at the adult jail. The primary deficiency noted was the space was inadequate for the level of health care provided in the juvenile hall health care facility. Probation has applied for capital improvement project funding for the past several years to remedy the space shortage. The availability of nursing staff is limited given local, statewide, and federal nursing shortage. This affects staffing by requiring overtime. The next audit is scheduled for December 2004.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Medical costs per inmate day at the County Jail.	New Measure	$7.35	$7.50	$7.29	$9.23	$7.63

What: This shows the costs per day to provide mandated jail medical services to an adult inmate.

Why: Jails tend to house society's most health-service needy population. Corrections health care costs are related both to the number of inmates incarcerated and to larger societal factors. These include the rising cost of pharmaceuticals, a chronic nursing shortage, new technology that is more costly, and a rising number of inmates who have more serious diseases. A medical cost per day summarizes these contributors.

How are we doing? For FY 2003-04, the actual medical cost for adult County Jail inmates was $1,499,482, while the average daily population was 444. Annual estimated population was 444 x 366 days/year = 162,504. Cost for medical services divided by 162,504 = $9.23 per inmate per day. The medical cost per inmate day at the County Jail increased from $7.50 in FY 2002/03, and was higher than our FY 2003/04 targeted result of $7.29. Last fiscal year, total expenses for salaries, benefits, services, supplies and other jail expenses increased by 30.1%, from $1,152,834 to $1,499,482 (an increase of $346,648). Rising inmate census- up by 5.5% from 421 to 444 per day- was one contributor to increased total costs. Nursing salary costs increased $112,833 as a result of additional hours required to dispense medications, coordinate inmate care, cost of living increases, and increased differential for jail nursing staff (needed for staff retention in the face of a nursing shortage and increased prevailing wage). Non-salary expenses were the largest contributor to increased costs (up $233,815) this fiscal year, a category that includes inpatient hospital care, outpatient care, purchase of prescription medications, and costs of obtaining nurses through a registry service in order to maintain 24-hour coverage. The major influences affecting Law Enforcement Medical Care (LEMC) during fiscal year 2003/04 were

1. Continued increased jail census and high need for medical care. Currently, complex medical problems are being seen in an increasing number of inmates. These require a nurse to closely monitor life-threatening conditions such as liver failure and insulin dependent diabetics.
2. The average number of doses of medications dispensed daily through the fourth quarter was 699, up 12% compared to 624 last year. More doses of medication prescribed reflect greater medical urgency, and result in increased costs not only to purchase the pharmaceuticals, but also increased nursing costs to dispense and administer them3. Maintaining nursing coverage in a tight nurse labor market. A contract with a nursing registry needed to provide mandated 24 hour nursing coverage at the jai cost $39,414 in FY 2003/04. The nursing registry was needed from July through January
4. To retain nursing staff, a $0.50 cents differential per hour was added this year that resulted in a departmental cost of $ 29,511

5. The Department was able to divert medical bills for inpatient and outpatient specialty care to CMSP in the amount of $955,657. The actual amount paid at the CMSP rates was just $114,061. The effect of the $114,061 CMSP payment was to reduce the cost impact on the LEMC budget by $0.70 per inmate day to a net of $8.53 per inmate day (down from the $9.23 shown above)

6. The Sheriff's Department contributed $99,000 to the LEMC budget, defraying nursing salary costs in order to maintain nursing coverage in the jail. Under accounting rules, this contribution is treated as a "cost-applied", and so, it reduces LEMC expense by $0.61 per inmate day. Applying this reduction to the $8.53 per inmate day cost shown above, results in a further cost reduction for the LEMC budget to $7.92 per inmate day.

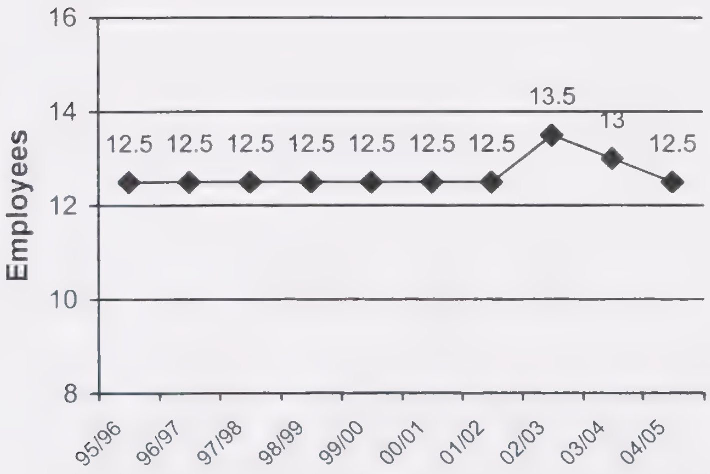
7. Paying Jail medical bills from outside providers at reduced rates (CMSP contract rates and MediCare rates) resulted in substantial savings. The LEMC budget incurred outside medical bills in the amount of $923,384, but only needed to pay $279,748, a savings of $643,636.

MISSION STATEMENT

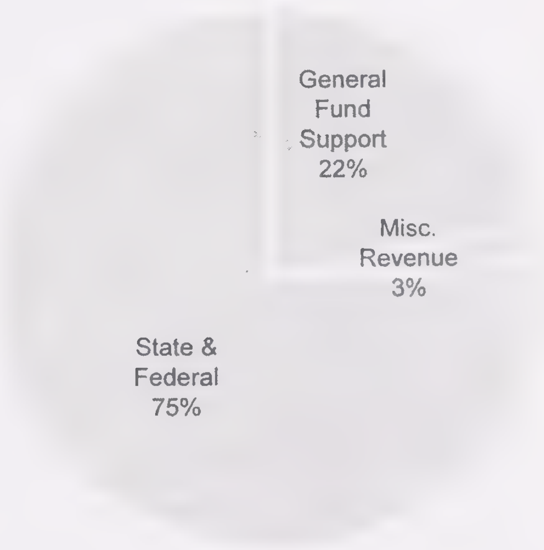
To ensure access to health care for all eligible adults who cannot afford to pay their medical bills.

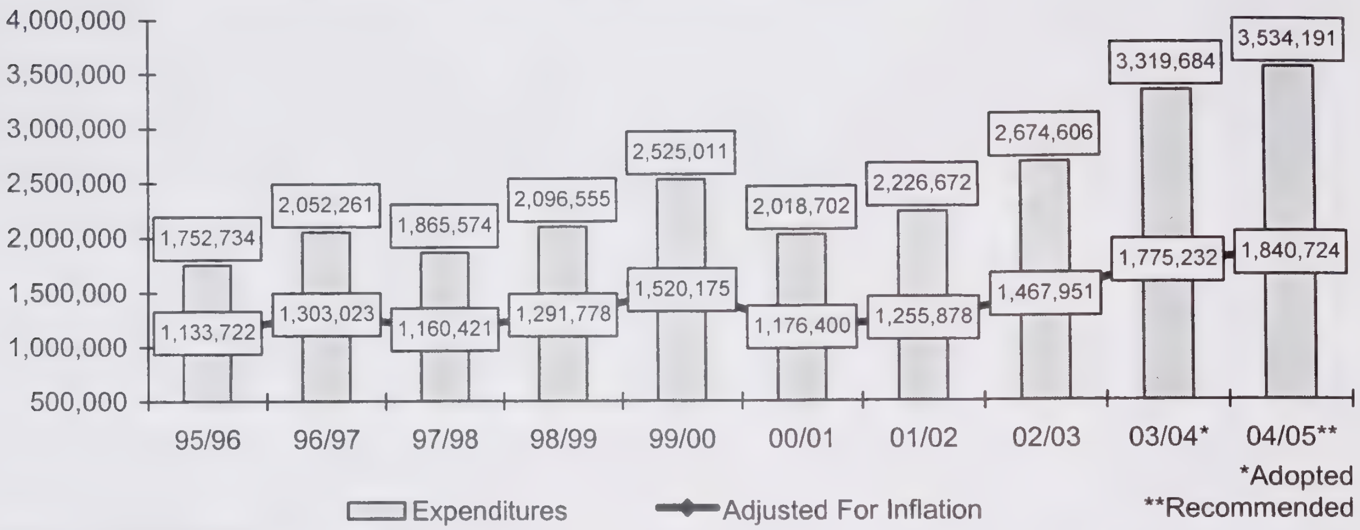
Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 837,640	$ 917,544	$ 968,702	$ 976,670	$ 976,670
Services and Supplies	1,836,966	2,008,485	2,281,521	2,557,521	2,557,521
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 2,674,606	$ 2,926,029	$ 3,250,223	$ 3,534,191	$ 3,534,191
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 2,674,606	$ 2,926,029	$ 3,250,223	$ 3,534,191	$ 3,534,191
Revenues	$ 2,659,270	$ 3,089,776	$ 3,250,223	$ 3,534,191	$ 3,534,191
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 2,659,270	$ 3,089,776	$ 3,250,223	$ 3,534,191	$ 3,534,191

Number of Employees
(Full Time Equivalent)



Source of Funds





10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

CHIP/EMSP Program Support

Includes administrative, clerical and accounting support for the California Healthcare for Indigents Program (CHIP) and the Emergency Medical Services Program (EMSP).

Total Expenditures: $55,000 Total FTE: 1.0

County Medical Services Program Administration (CMSP)

Authorize and pay for medical care to ensure access to health care for all eligible adults who cannot afford to pay their medical bills. Manage eligibility determination, medical pre-authorization, utilization review, case management, claims processing, accountability, program evaluation, and State reporting.

Total Expenditures: $3,479,191 Total FTE: 11.5

DEPARTMENT COMMENTS

The health of individuals and communities, regardless of economic resources, depends greatly on access to quality health care. Providing access to quality health care is necessary to eliminate health disparities and increase the quality of life for all persons. In 1991, the State legislature, through Assembly Bill 1288, shifted the financial responsibilities of government assistance for various programs to the counties. Also included in the intent of the legislation was to improve on the efficiency of the administrative aspects of the programs. In order to meet the financial responsibility, the legislature established the Realignment Local Revenue Fund generated through a half-percent sales tax increase and a dedicated 24.33% of the Vehicle License Fees collected. The provision of medical care for medically indigent adults, locally known as County Medical Services Program (CMSP), was an identified program for which these funds are to be used and is represented in this budget. CMSP continues to authorize and pay for the medically necessary care of the County's indigent and low-income adults as mandated by Welfare and Institutions Code 17000. The average CMSP caseload is approximately 800 patients per month. The FY 2004-05 budget request includes the same level of Realignment revenue of $2,472,200 as was budgeted in FY 2002-03 and FY 2003-04. As a result of the closure of General Hospital, FY 2003-04 was the first year that CMSP received a General Fund contribution, which was $703,432. The FY 2003-04 level of General Fund contribution is again requested in the FY 2004-05 General Fund Budget.

In order to better serve CMSP patients and providers, several improvements to the eligibility process have been implemented, which have resulted in longer patient eligibility periods and an increase in efficiency by reducing the number of times a patient has to apply for continued assistance. For example, a mail-in 3-month extension renewal system has been implemented for patients who have demonstrated a stable income and have a chronic medical condition or require ongoing medications. Such an individual may receive three of these mail-in renewals before they are required to return for an interview. Also, a computer station has been set up in the CMSP Eligibility lobby to enable applicants to apply on-line. This will reduce duplicate efforts by downloading the applicants' information directly into the database, eliminating the need for an Eligibility Technician to transfer the applicants' information from the application into the database; and it is one step closer to meeting our goal of having a web-based on-line application process.

Maintaining effective private hospital contracts is essential in fulfilling the County's mandate to serve the CMSP population. In the FY 2001-02 budget process, a Budget Augmentation Request was approved to increase the CMSP payment rates to the local private hospitals to match their Medi-Cal contract rates, the purpose being to adequately compensate the private hospitals for treating CMSP patients and ensure continued care for patients. The closure of the General Hospital inpatient unit has led to anticipated increased payments to CMSP private hospitals as the private hospitals have continued to treat CMSP patients with complex health conditions and extended their care to include CMSP patients that would have been treated at General Hospital.

The County's private physician specialists provide treatment to CMSP patients as long as they agree to accept the CMSP payment rates and not bill the patient for the unpaid balance. Private physician specialists have long voiced concern that CMSP payment rates do not cover their costs to treat CMSP patients. Most orthopedists, cardiologists, neurologists, neurosurgeons, dental surgeons, and ear-nose and throat (ENT) specialists have discontinued accepting new CMSP patients at their offices. A group of seven surgeons reports that the CMSP payment rates have not kept pace with the increasing costs they are experiencing with malpractice insurance rates, salary increases, office space leases and employee benefits. A Budget Augmentation Request that would increase private provider specialty care payments from Medi-Cal rates to Medicare rates is included in the Traditional Budget Request for your consideration. It is estimated that, should this Budget Augmentation Request be approved, CMSP would add 15 physician specialists, including orthopedists, cardiologists, oral surgeons, neurologists, neurosurgeons, ENT specialists, and other needed specialty providers to share CMSP patient volume that is now carried by a limited number of providers. It is expected that the addition of these specialty providers will be evident within six months from the date CMSP payment schedule would be increased to Medicare rates. In addition, it is expected that CMSP will retain the seven general surgeons who are currently considering discontinuing their CMSP provider status.

Health Systems also performs case management functions for patients who are possibly qualified for Medi-Cal assistance. By assisting patients to receive Medi-Cal, medical costs are then not incurred by CMSP. In last few years, the amount of bills paid by Medi-Cal, and thus avoided by CMSP, averages $1,300,000 per year. This is a crucial function for using the taxpayers' dollars in the most efficient manner. It allows the dollars earmarked for CMSP to be used for its intended purpose.

Health Systems continues to look for improved methods of serving patients and maintaining good relations with providers. In addition, CMSP is making progress towards implementing the electronic processing of provider claims to meet provider needs and insure compliance with the Health Insurance Portability and Accountability Act (HIPAA).

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended level of expenditures for the CMSP budget are 6% higher than the FY 2003-04 adopted budget. A half-time limited term Senior Account Clerk position is recommended for deletion. This position has provided support for the Dental Ten program, which is funded from Proposition 10 money. The First Five/Children and Families Commission oversees distribution of the Proposition 10 funds and, for FY 04-05, funds for the Dental Ten program have been reduced. Additionally, a 1.0 FTE Accountant has been reduced to .75 FTE and a .25 FTE limited term Accountant has been added to reflect an extended leave of absence for one employee. There are no additional costs associated with this change as the .25 FTE position is not eligible for health insurance benefits. The limited term position will be eliminated when the permanent position is returned to full-time.

Services and supply accounts are also recommended to increase by 6% next year. Most of that increase reflects the Board's decision – during the March 16, 2004 discussion of the County's outpatient healthcare services – to increase reimbursement rates for physician specialists who treat CMSP patients. These additional costs were included in the financial analysis presented to the Board on March 16th.

Revenues are recommended to increase by 6% next year. Realignment revenues are conservatively projected to remain at the FY 2003-04 budgeted level; however, the General Fund contribution (reflected in budget unit 3280-Medical Assistance Program) has increased by $276,000 reflecting the aforementioned increase in payments to physician specialists. If realignment revenue exceeds budgeted levels, the General Fund contribution will be less than budgeted.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Improve health and reduce suffering by efficiently determining program eligibility and arranging for services to promptly diagnose and treat medical conditions.

Communitywide Result Link: A Healthy Community

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of client satisfaction surveys rating office's overall performance as "satisfactory" or above.	N/A	97%	98%	98%	99%	98%

What: Clients are surveyed to determine how well staff served them.

Why: Clients' responses will identify ways to improve services.

How are we doing? Our target for FY 03-04 was 98%, and the results indicated a 99% approval rate. Surveys are given to every client at their eligibility interview for them to rate the office's performance in serving them and identify areas that could be improved. Six comparable counties were surveyed for each of our performance measures. Of those counties, only Kern County provided satisfaction surveys to their MIA applicants, who rated the service they received "satisfactory" or above 75% of the time.
*No survey conducted in FY 00-01.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of eligibility notices of actions, which are mailed within three working days from receipt of verifications.	90%	83%	80%	84%	92%	85%

What: This measures how quickly clients are notified of their eligibility determination after all the requested verifications necessary to work their cases have been received.

Why: Clients need to be informed of their eligibility determinations as quickly as possible so as not to delay necessary medical treatment and to streamline payments to providers.

How are we doing? We exceeded to meet our FY 03-04 target for this measure. Santa Barbara County's eligibility process is most similar to ours; and the percentage of their applicants, who are notified within three days from the day verifications are received, is 25%. Other counties who also determine program eligibility, such as Monterey, Kern, Placer, Napa and Santa Cruz counties, do not have eligibility determination processes similar enough to ours for comparison purposes. Medi-Cal averages 30 days in notifying applicants of their eligibility.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of eligibility determination appeals by clients for which a response is mailed within 12 working days from receipt of the appeal.	91%	77%	89%	92%	100%	93%

What: This measures how quickly we respond to clients' requests for reconsideration of eligibility determinations.

Why: Clients should receive a response to their appeals in a timely manner.

How are we doing? We achieved this target in FY 03-04 100% of the time. Monterey County processes client appeals within 12 working days 95% of the time. Napa and Santa Barbara counties process appeals within 12 working days 100% of the time with over double the staffing. Placer County's appeal process is not comparable to ours. Santa Cruz and Kern counties do not have this information available. Medi-Cal sends all their appeals to an administrative law judge in Sacramento, and their appeals' processing time averages 157 days.

Department Goal: Pay medical providers as quickly as possible.

Communitywide Result Link: A Healthy Community and a Well Governed Community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of provider claims processed within 30 days from receipt.	89%	74%	58%	80%	100%	87%

What: This measures how quickly we process providers' eligible claims.

Why: Processing claims in a timely manner helps to retain the Health Systems' network of medical providers and insure client access to care.

How are we doing? We achieved this target in FY 03-04 100% of the time. Monterey County reports that 70% of their claims are electronically transmitted from their full-service County hospital, and they process all their claims within 30 days of receipt, 90% of the time. Placer County processes claims electronically within 30 days of receipt 99% of the time. Santa Barbara and Kern counties report that they process claims within 30 days of receipt 100% of the time. Based upon responses from physicians' offices surveyed, Medi-Cal has a 45 day claims processing time for all billings and Blue Cross claims processing time is reported to be 30-45 days.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of provider appeals for which a response is mailed within 12 working days from receipt of the appeal.	97%	88%	99%	95%	100%	98%

What: This measures how quickly we respond to providers' requests for reconsideration of payment denials.

Why: Providers should receive a response to their appeals in a timely manner.

How are we doing? We achieved this target in FY 03-04 100% of the time. Monterey County reports that they receive approximately two provider appeals per month, and they process them within 12 working days 90% of the time. Placer County also reports few provider appeals, and they respond to them within 12 working days 99% of the time. Santa Barbara reports that they respond to all provider appeals within 12 working days. The other counties from our comparison group did not track this measure.

Department Goal: Improve dental health for eligible children through education, outreach, and treatment.

Communitywide Result Link: A Healthy Community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of children, age zero up to five, who are eligible for dental treatment through the Proposition 10 dental program that started treatment within 60 days of referral.	N/A	95%	96%	98%	96%	98%

What: The Proposition 10 dental program provides access to dental care for as many uninsured children up to age five as possible.

Why: Dental care for children is a critical component to life-long oral health.

How are we doing? Dental T.E.N. authorized and paid for dental treatment for a total of 68 children during FY 03/04; 13 children were treated with remaining FY 02/03 funds, and 55 children were treated with FY 03/04 funds. Of the 68 children treated, 65 were treated within 60 days; and only 3 were treated after 60 days due to parents not following through with making or keeping dental appointments. Monterey County is the only other County in our comparison group that has a children's dental program funded by Proposition 10, however it is not County operated, and it does not track how long it takes a child to receive treatment once the treatment has been authorized. The FY 03/04 grant amount was $110,736, and approximately 196 dental treatments will be provided to 55 children once the funds have been entirely expended, which is expected to be August 2004. It is projected that the FY 04/05 Dental T.E.N. budget will pay for the dental treatment of 160 children under the age of five. The dental education outreach component of the program will be provided by other First Five programs allowing the Dental TEN funds to be dedicated solely to the dental treatment of eligible children.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02/03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of clients surveyed who viewed our dental video and indicate they have changed the way they care of their family's teeth and mouths.	N/A	90%	93%	95%	100%	*N/A

What: Providing dental education information to children and their parents is key to changing behavior.

Why: Early intervention through the provision of dental education information will help parents care for their children's teeth, teach their children proper dental hygiene, and educate parents about the need for professional dental care.

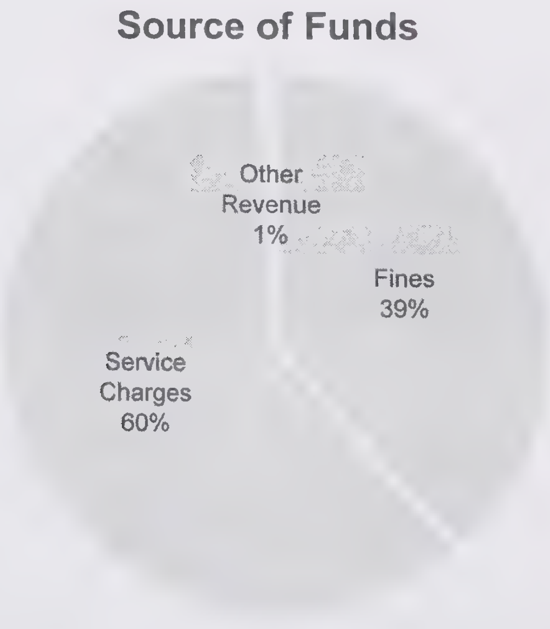
How are we doing? Videos have been distributed and viewed in pre-schools, mom's groups, Drug and Alcohol Department programs, Public Health Department programs, parent participation groups, dental offices and by individuals. Referrals come from many sources including outreach workers, dentists, teachers, nurses, and parents who have attended a presentation or read a brochure. For the period of July 1, 2003 to present, Health Systems staff provided 8 dental education classes; distributed 1,754 educational videos and 3,681 dental packets containing education materials and hygiene products; and collaborated with 18 other agencies/groups to provide outreach; and participated in 4 Health Fairs.

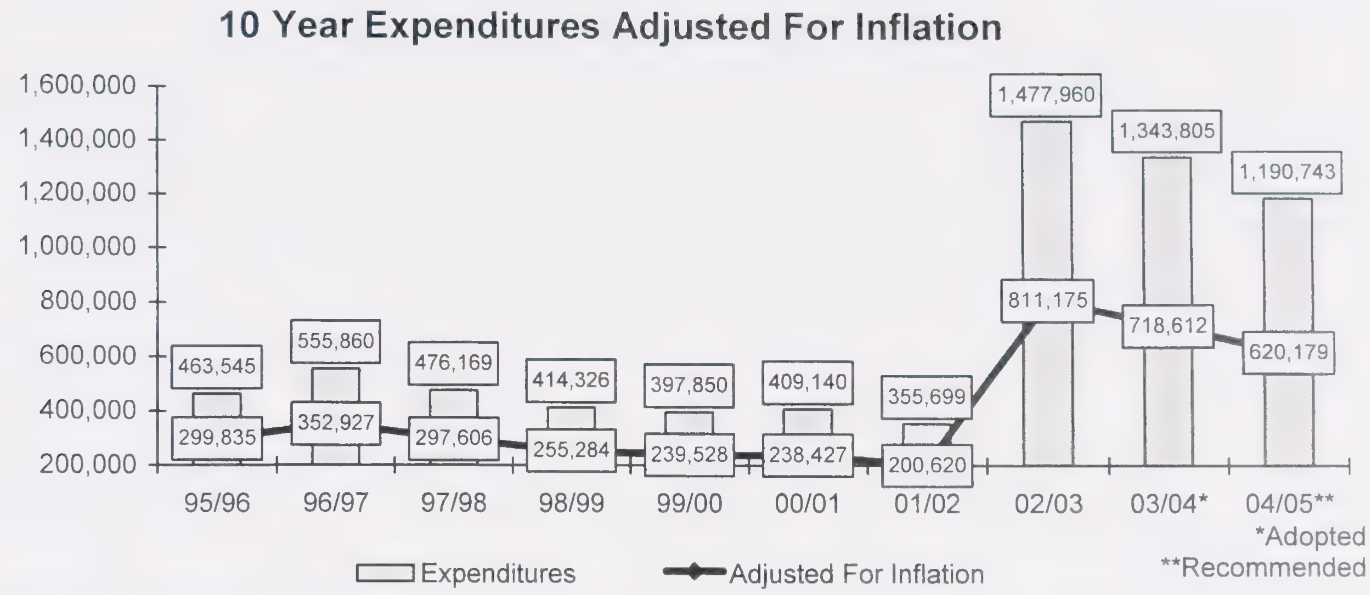
* The dental outreach and education component of the Dental TEN program for FY 04/05 has been discontinued, and the focus will be on authorizing and paying for dental treatment for eligible children.

MISSION STATEMENT

To pay medical providers for uncompensated emergency room care and pay the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	1,477,960	1,243,997	344,942	344,942	344,942
Other Charges	0	0	845,801	845,801	845,801
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,477,960	$ 1,243,997	$ 1,190,743	$ 1,190,743	$ 1,190,743
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 1,477,960	$ 1,243,997	$ 1,190,743	$ 1,190,743	$ 1,190,743
Revenues	$ 1,421,957	$ 1,322,279	$ 1,190,743	$ 1,190,743	$ 1,190,743
Fund Balance Available	7,990	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 1,429,947	$ 1,322,279	$ 1,190,743	$ 1,190,743	$ 1,190,743





SERVICE PROGRAMS

Emergency Medical Services Fund

Payments to physicians, designated hospitals, and other providers of emergency medical care for uncompensated emergency room care and the Emergency Medical Services Agency for regulation of the pre-hospital emergency medical care system.

Total Expenditures: $1,190,743 Total Staffing (FTE): 0*

*Staffing reflected in Budget Unit 3286 - County Medical Services Program

DEPARTMENT COMMENTS

Emergency medical services are a vital part of access to health care. Federal legislation was enacted in 1986, which stipulates that anyone seeking medical care at a hospital emergency room must receive a medical screening examination for an emergency medical condition and appropriate stabilizing measures.

In order to address the uncompensated emergency medical care for the physicians and hospitals, the Emergency Medical Services (EMS) Fund, BU 3287, was established in 1988, pursuant to Senate Bills 12 and 612, which allowed the Board of Supervisors to authorize the imposition of increased fines collected by the courts for criminal offenses and approve policies for the administration and expenditures of the EMS fund. The fund partially compensates physicians, through a contract with the Society Group, which is a foundation of the County Medical Society, for uncompensated emergency medical care. The fund also provides funding to hospitals and the EMS Agency, which administers the County's pre-hospital emergency medical care system.

The Courts report that they have been more aggressive this year in attempting to collect delinquent traffic fines and hope to see an increase in revenues. However, Statewide, traffic citations are down as the State has less funding for the CHP and the special traffic enforcement units used in the past. If the Governor's budget increases funding for the CHP, the number of citations should rise, and the revenues as well. Also, in the past year the State has added significant new fees to both civil and criminal actions. Each ticket issued is significantly more expensive than one issued just a year ago, and the entire increase goes to the State. However, people may be less able to pay the cost of the higher tickets. To provide motivation to pay fines, a new program has been instated that suspends the drivers' licenses of those who do not pay their fines. It may take time to see the results of this program in increased revenues.

Another source of funding to alleviate uncompensated emergency medical care was the passage of Measure A-02. In FY 04-05, the amount of Tobacco Settlement Fund revenue anticipated to be received is $725,000, with $575,000 allocated to the physicians, through The Society Group, and $150,000 allocated to hospitals within San Luis Obispo County, per a distribution determined by the County Administrative Office using Office of Statewide Health Planning and Development (OSHPD) data.

The EMS funds are a valuable resource, which promote the infrastructure for receiving emergency care in this county.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses and revenues for the Emergency Medical Service (EMS) Fund have decreased by 11% compared to the Fiscal Year 2003-04 Adopted Budget. This reduction is primarily due to a decrease in funding from traffic citations, this budget unit's primary revenue source. The Emergency Medical Service Fund budget provides funding to reimburse physicians and hospitals for uncompensated emergency medical care.

Staff and administrative expenses for this program are reflected in the County Medical Services Program's Budget Unit 3286, to which EMS makes a contribution. State law limits the amount of EMS funds that can be used for staffing and administrative expenses to 10% of the total amount of EMS funds allocated.

In Fiscal Year 2002-03 the Board of Supervisors contracted with The Society Group to administer the Physician Sub-Account of the Maddy Emergency Medical Services Funds and the Physician Account of the Tobacco Settlement funds.

Due to the closure of the County's General Hospital on June 19, 2003 EMS funds that previously were distributed to General Hospital were made available for distribution to the private hospitals. In FY 04-05 this is estimated at $105,000 of EMS funds and $14,000 of Tobacco Settlement funds.

The budget includes $725,000 of Tobacco Settlement funds for physicians and hospitals per Measure A-02. In the FY 03-04 Adopted Budget $157,305 of unanticipated Tobacco Settlement funds were received as a result of the State's disbursement, these excess funds were allocated per the allocations set forth in Measure A-02.

Funding for this budget is generated by court imposed fines and does not include any General Fund support.

BOARD ADOPTED CHANGES

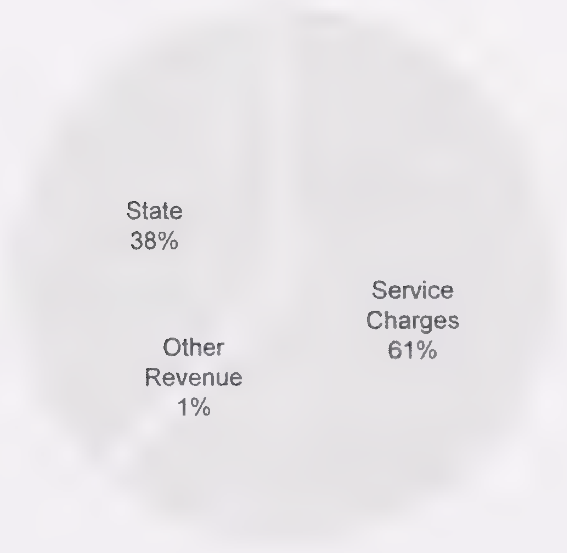
None.

MISSION STATEMENT

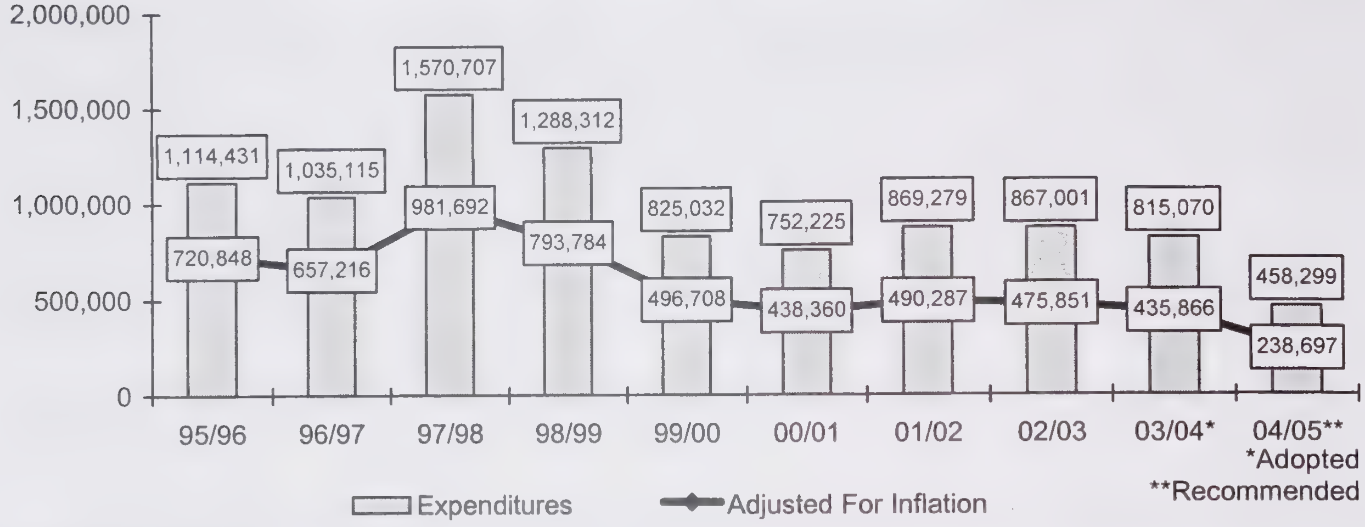
To pay medical providers for uncompensated care and ensure follow-up treatment for children's qualifying conditions detected during a Child Health and Disability Prevention (CHDP) screening.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	867,001	439,022	358,299	458,299	458,299
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 867,001	$ 439,022	$ 358,299	$ 458,299	$ 458,299
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 867,001	$ 439,022	$ 358,299	$ 458,299	$ 458,299
Revenues	$ 824,419	$ 486,948	$ 358,299	$ 458,299	$ 458,299
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 824,419	$ 486,948	$ 358,299	$ 458,299	$ 458,299

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

California Healthcare for Indigents Program (CHIP)

Provide timely payment to physicians for all uncompensated emergency, obstetric, and pediatric medical services and pay designated hospitals for any services provided for patients who are unable to pay and who do not qualify for other public medical assistance programs. Administer the Child Health and Disability Prevention Referral and Follow-Up Program to pay for follow-up care for children with conditions detected during a Child Health and Disability Prevention screening.

Total Expenditures: $ 358,299 Total Staffing (FTE): 0.0*

*Staffing reflected in Budget Unit 3286 - County Medical Services Program

Proposition 10 Dental Care Program

Arrange, authorize, and pay for dental treatment for children prenatal to age five who do not have dental insurance. Conduct education and outreach about oral health.

Total Expenditures: $ 100,000 Total Staffing (FTE): 0.0*

*Staffing reflected in Budget Unit 3286 - County Medical Services Program

DEPARTMENT COMMENTS

The health of individuals and communities, regardless of economic resources, depends greatly on access to quality health care. Providing access to quality health care is important to eliminate health disparities and to increase the quality and years of healthy life for all people.

In November 1988, California voters approved the California Tobacco Tax and Health Promotion Act of 1988 (Proposition 99), which increased the State surtax on cigarettes by 25 cents per pack (and an equivalent amount on other tobacco products). Revenues from this tobacco tax were earmarked for tobacco-related disease research, health education against tobacco, and health care for medically indigent families.

In 1989, the Legislature, through Assembly Bill 75, established the California Healthcare for Indigents Program (CHIP), which allocates Proposition 99 (Tobacco Tax) funds to participating counties. These funds reimburse providers for uncompensated medical services for individuals who cannot afford care and for whom no other source of payment is available.

All CHIP funds received are passed onto the private hospitals, and a small portion is given to the physicians who provide follow-up care for children with conditions detected during a Child Health and Disability Prevention (CHDP) screening. The amount of funds received from the State has been declining. Part of the decline in the CHIP annual allocation is due to the State redirecting the original physician portion of the funds to the Emergency Medical Services Appropriation (EMSA) funds, which is allocated annually through Assembly Bills. The remaining

CHIP allocation continues to decrease each year through the Governor's executive orders reducing the approved appropriation through the State's budget process. In the California Tobacco Control Update, efforts to place restrictions on places where people can smoke and restrictions on marketing of tobacco products is having an effect on the sale of tobacco products, which, in turn, lowers the revenue generated from tobacco tax on those sales.

The FY 04-05 CHIP allocation is volatile, along with most of the State's Budget and revenue resources. Therefore, the budget proposal submitted is a conservative estimate and reflects a 10% reduction from the FY 03-04 anticipated allocation.

The EMSA program funding is anticipated to remain constant. The State Legislature has continued to appropriate the same amount since the original legislation, SB 2132, enacted the redirection of funds. Therefore, the FY 04-05 budgeted amount is $180,736.

The fund does not receive General Fund support. The continued participation in the CHIP program allows hospitals and physicians to receive partial compensation for medical services administered to the medical indigent families within the County.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses and revenues for California Healthcare for Indigents (CHIP) Program have decreased by 56% compared to the Fiscal Year 2003-04 Adopted Budget. The decrease is the result of a significant reduction in CHIP funding from the State based on reductions in the State's budget appropriations for the program, which has also resulted in mid-year adjustments during FY 03-04.

Staff and administrative expenses for this program are reflected in Budget Unit 3286, to which CHIP makes a contribution.

The CHIP budget is funded by the State's California Healthcare for Indigents Program and a Dental T.E.N grant received from the Children and Families Commission. This budget does not receive any General Fund support.

BOARD ADOPTED CHANGES

None.

PURPOSE

To improve the health of the community by delivering accurate, timely diagnostic test results, expert information and other services needed by health care professionals for patient care.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 1,430,511	$ 1,430,511	$ 1,430,511
Services and Supplies	0	0	1,715,419	1,715,419	1,715,419
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 0	$ 3,145,930	$ 3,145,930	$ 3,145,930
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 0	$ 3,145,930	$ 3,145,930	$ 3,145,930
Revenues	0	784	2,824,245	2,824,245	2,824,245
General Fund Support (G.F.S.)	$ 0	$ (784)	$ 321,685	$ 321,685	$ 321,685

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

On March 16, 2004, the Board directed staff to continue operation of the County's clinical laboratory for a one-year period and, at the end of that time, conduct an analysis to determine whether the clinical lab should continue to be operated by the County. Up until this year, expenses and revenues for the clinical lab were included in budget unit 6000- Medical Services. However, with the transitioning of clinic and other ancillary services to the Community Health Centers (CHC), budget unit 6000 will now reflect only closure costs and revenues. Staff recommended that a new budget unit be created for clinical lab operations so that we could segregate the financial performance of this service.

Recommended expenditures and revenues for this budget are based on the clinical lab manager's projection of costs and reimbursements when CHC redirects their existing patients to the County's lab. This action will significantly increase the clinical lab's volume and support the goal of making the laboratory a self-supporting enterprise fund (i.e. no General Fund support will be required).

The clinical lab will be part of the Public Health Department. In addition to the accounting and clerical staff included on the position allocation list for the clinical lab budget, the Public Health Department requested a half-time Accounting Technician and a half-time Administrative Assistant to provide support for the clinical lab. Those positions are reflected in budget unit 3000- Public Health and the money to pay for these positions is included in the clinical lab budget.

Utilization patterns and volume will be monitored closely during the initial months of operation and, if necessary, staff will return to the Board with proposed changes to staffing or other resource allocations.

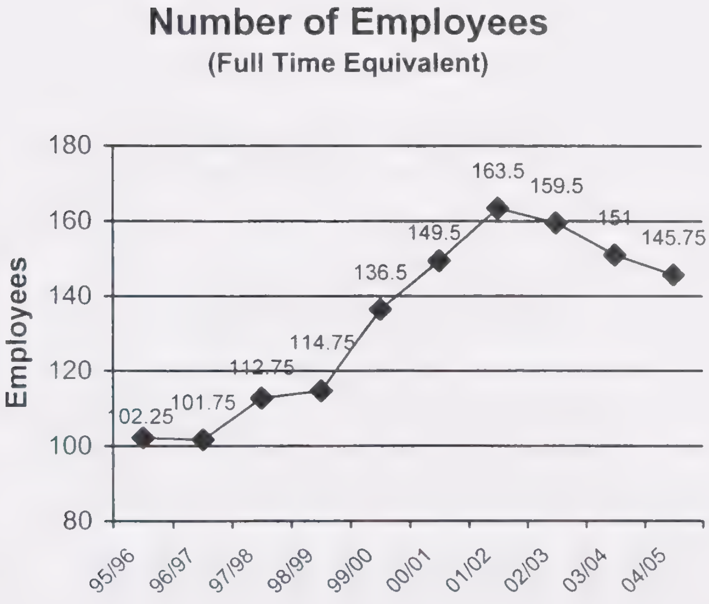
BOARD ADOPTED CHANGES

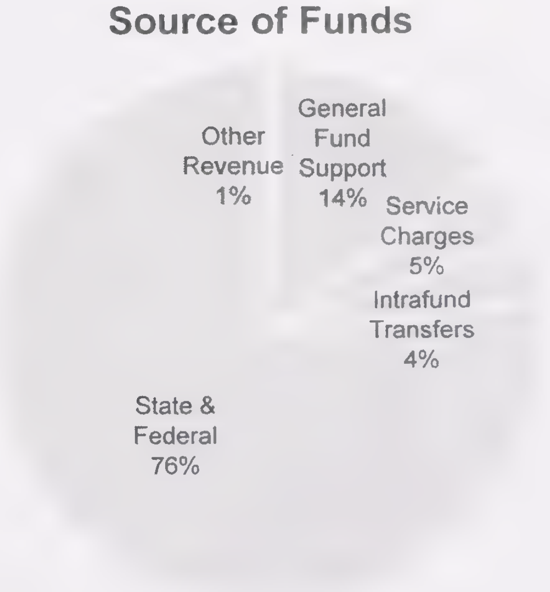
None.

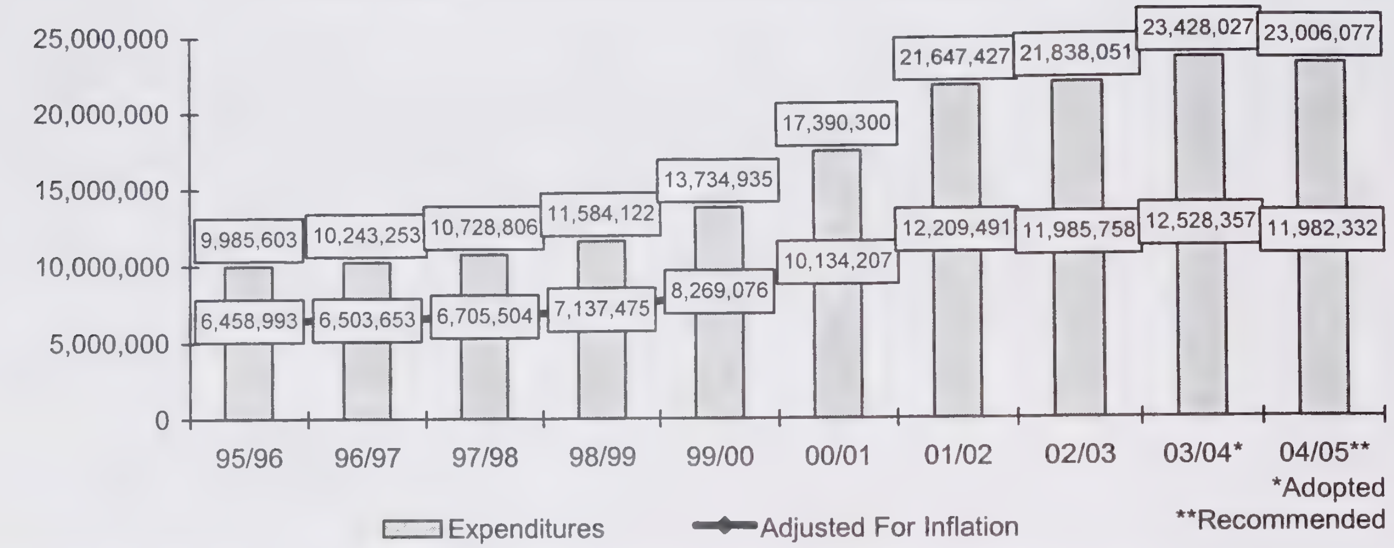
MISSION STATEMENT

The mission of the County's Mental Health Department is to enable seriously mentally disturbed persons of all ages to access services that help them to recover from or manage illnesses and disorders, to achieve goals, and to develop individualized skills and supports leading to constructive, satisfying, minimally restricted functioning in the community (based on Welfare and Institutions Code, Section 5600.1). The Department also seeks to alleviate mental disorders and promote mental health in less severely disturbed special populations to the extent that distinct resources are made available for these purposes.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 12,246,348	$ 13,123,440	$ 13,187,458	$ 13,092,666	$ 13,404,907
Services and Supplies	9,591,703	9,429,049	10,314,976	9,905,366	10,645,724
Other Charges	0	192,000	1,500	1,500	1,500
Fixed Assets	0	0	74,045	6,545	6,545
**Gross Expenditures	$ 21,838,051	$ 22,744,489	$ 23,577,979	$ 23,006,077	$ 24,058,676
Less Intrafund Transfers	1,005,358	1,090,278	886,737	886,737	898,970
**Net Expenditures	$ 20,832,693	$ 21,654,211	$ 22,691,242	$ 22,119,340	$ 23,159,706
Revenues	19,487,919	19,366,900	19,314,101	18,949,934	19,618,940
General Fund Support (G.F.S.)	$ 1,344,774	$ 2,287,311	$ 3,377,141	$ 3,169,406	$ 3,540,766







10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Outpatient Services

Outpatient programs include a wide variety of services to people of all ages in the community. They include brief crisis services; regular therapy visits at clinics in various parts of the county; counseling and medication services provided on-site at schools, social services organizations, and law enforcement facilities; outreach to the homeless; and programs for social and vocational rehabilitation.

Total Expenditures: $17,432,833 Total Staffing (FTE): 123.25

Residential Services

Residential services are 24-hour programs supported by Mental Health, that provide treatment for more extended periods of time but at lower cost than acute hospitalization. They are usually provided in homelike, unlocked settings and include a continuum from intensively supervised residential treatment to independent living arrangements with regular monitoring and staff support.

Total Expenditures: $1,203,655 Total Staffing (FTE): 0.0

Inpatient Services

Inpatient services are those "institutional" services which serve the 24-hour care needs of the most severely mentally ill people. They generally are locked facilities, with capability for medical care as well as intensive psychiatric treatment. They include the local acute hospital, state hospitals, and skilled nursing facilities with psychiatric specialization.

Total Expenditures: $5,422,188 Total Staffing (FTE): 22.50

DEPARTMENT COMMENTS

Mental Health projections for FY 2004-05 identified the need for $2,123,272 in additional General Fund support to maintain existing services. This is due to the following funding cuts and revenue shortfalls, cost increases, and expected unavailability of one-time funding amounts:

One Time Monies Included in FY 03-04 Budget	
Managed Care One-Time Monies	400,000
Tobacco Settlement Grants by County, 2003-04	218,113
Revenue Changes	
Medicare Loss from No Federal Certification of PHF	616,217
State Elimination of funding for Children's System of Care	235,971
State VLF Reduction	100,233
State Homeless Program Cut	21,529
Increased Cash Flow from New State Claim Procedure for Admin & UR	(899,728)
Cuts from other Department	

Social Services Reimbursement Reductions	249,875
Cost Increases	
Payroll in excess of State Realignment Revenue	623,467
County-wide Overhead Increase	273,520
Jail Medications Increase	148,326
Malpractice Insurance Increase	135,749
Total Budget Shortfall	**$2,123,272**

It is in the County's interest to address as much of this funding gap as possible, at least temporarily, while the State considers an initiative and other means to address chronic under-funding.

The Recommended Budget includes an increase in County funding sufficient to avoid elimination of two entire outpatient clinics considered for closure. However, services would still be substantially reduced by defunding eight therapist positions and a nursing position and reducing support for the multi-agency children's "SAFE" program. Major cuts in successful and highly-valued contract services would include elimination of all of the contracted peer support and senior services, much case management, the children's residential treatment program, and rehabilitation services including three socialization programs and the "Growing Grounds" vocational program. Administrative cuts include the elimination of the Assistant Administrator position and partial funding for a Clinical Program Manager and the Director position.

The department will continue its efforts to mitigate future funding problems through joint programming with Santa Barbara County, continued pursuit of inpatient Medicare certification, improvements in the computerized billing system, advocacy for state/federal funding for mandates, and other cost-cutting/revenue production strategies.

Challenges

With any cuts beyond those of the last two years, the department faces several challenges:

1. Reverse leveraging of funds. The department has been extremely successful in using every possible dollar to attract other funding. In adult services, about one dollar is leveraged with each discretionary dollar. In children's services, there are eight to nine dollars reimbursed for every ten dollars of services provided. When cutting services, this means that at least twice as much expense must be reduced as is the net reduction desired, with greater losses when children's services are touched. While we may target adult services as much as possible for fiscal reasons, staff cuts must be made generically in accordance with civil service rules, not by type of expertise. Also, there are major dangers in not serving the adult severely mentally ill population.

2. Unavoidable Costs. The department has presented its best effort at well-reasoned reductions in expenditures, prioritizing the most "core" services of 24-hour care, housing, and medication management for outpatients. However, reductions in early intervention, support services, and rehabilitation could result in more unplanned uses of the most expensive institutional care and placement facilities, offsetting our attempts to save money.

3. Compliance and Audit Risks. Just as clinical cutbacks can result in eventual costs, further reductions in administrative support will render the department less able to be responsive to demands for data, less able to conduct internal audits and reviews to insure compliance and appropriate billing, and more likely to be penalized for any such shortcomings.

4. Medicare Certification. The federal constraints on psychiatric health facilities will make it difficult to achieve and maintain Medicare certification and operate a reasonably-priced, 16-bed program. One such facility in another county is closing because of the combination of size limitation, staffing requirements, and cumbersome regulations.

5. Medi-Cal Service Requirements. As the only Medi-Cal provider of psychiatric services in the County, we are required to comply with multiple standards of access and availability of treatment. Clients may bring actions about any perceived insufficiency or lack of service.

6. Collaborative Services. This County has emphasized joint programming among many departments, creating more interdependence. Thus Probation relies on Mental Health to serve Juvenile Hall residents, Social

Services prevents out-of-home placements by relying on its partners for local services, the Sheriff and Mental Health work together to maintain jail standards, etc. Other departments will suffer from Mental Health cuts.

7. The Shape of the Future Program. This County's continuum of care has helped clients through life-threatening emergencies, back to outpatient services to manage symptoms, through housing, and into rehabilitation and vocational services to restore functioning in society. Proposed cuts would virtually eliminate the arduously developed rehab/recovery level of service. County outpatient staff cuts will limit clinic access and frequency of service. Many people will not be seen or will be discharged back into the community with no professional support, while their functioning remains impaired.

Accomplishments in 2003-04

In 2003-04, the Mental Health program managed a second year of clinical and administrative staff reductions, in the face of increasing needs for accountability and service. Some notable past successes were maintained and improvements were made in service delivery systems, such as:

1. Maintenance of Services. In spite of losing seven therapist positions over the last two years, the department has maintained close to the number of services provided in 2001-02, by streamlining the treatment planning process and reducing therapist time in community meetings. (Nevertheless, client contacts are projected to be reduced from about 134,000 in 2002-03 to about 130,000 in 2003-04).

2. Psychiatric Health Facility. With the closure of General Hospital, the department was able to promptly qualify the psychiatric unit for licensure as a Psychiatric Health Facility, has operated the facility successfully on a freestanding basis, and has made numerous improvements and completed a massive application process for Medicare certification.

3. Successful Collaboration with Criminal Justice Programs. Mental Health has worked closely with other departments to improve services to mentally ill people involved in the criminal justice system. Results include a Mental Health Court, increased staffing for jail inmates and mentally ill probationers, and improved relationships among the departments.

4. Computer System Planning. The department has collaborated with 26 other counties to create a joint RFP to replace its near-obsolete computerized billing system with an integrated billing and medical records system.

5. Compliance Planning. This County was among the first in the State to complete a mandated plan for compliance with state and federal regulations in its documentation and billing.

6. Interagency Youth Services. Mental Health staff continued to provide leadership in SAFE programs for children and joint case review and planning efforts in two additional areas of the County.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Mental Health Department has increased 36% ($839,691) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be primarily attributed to costs associated with maintaining the Vicente clinic located in San Luis Obispo and the Paso Robles clinic ($655,202), continuing funding for Board and Care case management services ($25,480), continuing funding for mental health home-based services for Foster Care children ($23,850), and prevailing wage adjustments for Fiscal Year 2003-04.

In Fiscal Year 2002-03 Mental Health went through a relicensing of their inpatient psychiatric unit prompted by the closure of the County's General Hospital. With the closure of the hospital on June 19, 2003, the inpatient psychiatric unit was licensed as a freestanding Psychiatric Health Facility with 16 beds. In addition to the expenditure increases, the Department is still awaiting Medi-Care certification for the Psychiatric Health Facility. The certification will result in approximately $600,000 in additional revenue that will be used to offset the current level of General Fund Support and potentially fund additional programs that have been prioritized by the Department. Unfortunately the Department still does not have an anticipated timeframe for when the certification will be finalized, but they continue to lobby the State and Federal governments for a timely resolution. Another factor in the need for increased General Fund support is the lack of growth in State Realignment Funds for the third year in a row. In the past few years, the Mental Health Department has experienced tremendous growth in both staffing and other resources. Although much uncertainty still exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the previous growth in health and human service programs is not sustainable. In FY 03-04 health and human services began to experience the impacts of Federal and State program cuts.

Overall expenses for the Mental Health Department have remained at the same level as the FY 03-04 Adopted Budget. Recommended funding for the Mental Health Department's salaries and benefits have remained at the same level as the Fiscal Year 03-04 Adopted Budget. Based on the Department's prioritization of programs and services and in an attempt to avoid further core program cuts, the Department identified 11.25 FTE positions for elimination. The eliminated positions include: 8 Mental Health Therapist in Youth and Adult Outpatient Services, .75 Custodian for the Psychiatric Health Facility, 1.0 Mental Health Nurse, 1.0 Senior Account Clerk, and .5 Medical Records Technician. 7.25 of the positions identified for elimination are currently filled. These staffing reductions are a result of loss of revenue and lack of revenue growth.

Recommended funding for the services and supplies accounts have remained at the same level as the FY 03-04 Adopted Budget. The Department balanced their services and supplies priorities within available revenue.

Overall revenues for the Mental Health Department have decreased by 5% primarily as a result of not receiving the Medi-Care certification and multiple State funding losses. The Mental Health Department budget is financed with Federal, State, and local dollars. The County's local share is financed with Realignment Revenue ($5,856,774) and General Fund dollars ($3,169,406).

The budget includes $756,508 of Tobacco Settlement funds. These funds will be used to pay for maintaining programs that provide health care services to seniors and persons with disabilities, community mental health programs and facilities, and non-profit community clinics. In the FY 03-04 Adopted Budget $218,113 of unanticipated Tobacco Settlement funds were received as a result of the State's disbursement, these excess funds were allocated per the allocations set forth in Measure A-02.

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Behavioral Health Department's Mental Health's FY 04-05 budget:

- Amend Budget Unit 3070's position allocation list to delete a .5 FTE Medical Records Technician and add a .5 FTE Department Personnel Technician
- Amend Budget Unit 3070's position allocation list to delete 1.0 FTE Mental Health Nurse and add two .5 FTE Mental Health Nurses
- Increase Budget Unit 3070's revenues and expenditures ($17,794) to maintain the SAFE system of care location in Arroyo Grande
- Increase Budget Unit 3070's revenues and expenditures ($281,435) for the Youth Treatment Program and amend the position allocation list to add 1.0 FTE and two .5 Mental Health Therapists
- Increase Budget Unit 3070's revenues and expenditures ($150,810) for the Adult Outpatient Treatment Program and amend the position allocation list to add 2.0 FTE Mental Health Therapists
- During Budget Hearings the Board approved an adjustment to increase appropriations for social rehabilitation programs through Transition Mental Health Association in the amount of $602,560, of which $371,360 was funded with contingencies.

GOALS AND PERFORMANCE MEASURES

Department Goal: To save lives and preserve the safety of mentally ill individuals and the community.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage increases in patients' functioning prior to release from the County's acute psychiatric inpatient unit.	22%	32%	24%	22%	17%	22%

What: Measures overall improvement of functioning and reduced dangerousness to self or others as a result of the County's acute psychiatric inpatient unit.

Why: Stabilization and improved functioning for persons in psychiatric crisis results in better long term adjustment in the community.

How are we doing? During FY 03-04 there were 1,036 hospital admissions, providing 2,932 days of inpatient treatment. These brief acute psychiatric hospitalizations have improved client functioning by 17%, thus reducing potential danger to self or others in the community. As a result, 98% of hospitalized clients successfully reenter the community after acute hospitalization.

*FY 03-04 results are projected to be lower than expected because of a short term technical performance measure reporting problem discovered during this analysis. This problem has been resolved. Client care and clients' ability to successfully reenter the community were not affected. This measure should return to its normal parameters in FY 04-05.

Department Goal: To help mentally ill individuals be as functional and productive as possible in the least restrictive and least costly environments.

Communitywide Result Link: A healthy community. A prosperous community.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Rate of overall client satisfaction with mental health services.	88%	85%	87%	82%	86%	85%

What: Measures client satisfaction with mental health services.

Why: Client satisfaction is monitored on an ongoing basis to gain consumer input regarding the quality of mental health services provided.

How are we doing? Mental Health Clients continue to highly rate the process and quality of services they receive.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Total number of patient days in State hospitals.	0	182	410	247	571	455

What: Reflects the use of State hospital patient days by county residents. State hospitals represent the most restrictive and most costly treatment environment available to county residents.

Why: Low reliance on State hospital admissions is generally considered more beneficial to overall client recovery. Much of the mental health outpatient service is designed to reduce placement in state hospitals.

How are we doing? Effective community programs and case management has allowed our County to maintain a low number of State hospital placements compared to other comparable counties. There are currently 2 County mentally ill clients placed in State hospitals at this time. Our 04-05 target reflects an estimate of 184 State hospital days per 100,000 County residents. For FY 99-00, the most recent State reported data showed our five comparable counties ranging from 292 to 2,685 days with an average of 807 days per 100,000 county residents. The difference between our placement level and comparable county average reflects an annual savings of over $500,000.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Minimum percentage of crisis intervention contacts which prevent hospitalization of patients.	38%	54%	56%	50%	55%	50%

What: Measures the effectiveness of the Crisis Intervention service providing an outreach counseling service to prevent acute psychiatric hospitalizations.

Why: When these acute hospitalizations can be safely prevented and community resources used instead, clients typically build on their strengths and recover from crises more quickly. Overall low levels of acute hospitalization are desirable but must be balanced against the safety of the individual and community.

How are we doing? The availability of a 24-hour, 7 day per week, mobile crisis intervention service has provided additional resources to augment outpatient services for county residents. A total of 975 interventions were provided during 03-04, preventing 532 hospitalizations. These interventions avoided $564,452 in hospital admissions costs, based on 03-04 costs.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Days spent annually by adult patients in long term care facilities, called Institutes for Mental Disease (IMD).	7,312	8,423	7,919	8,400	8,042	8,400

What: Measures utilization of out of county, long term health care facilities for those county mental health clients whose community functioning is impaired.

Why: Long-term care facilities tend to be more restrictive and more costly and require out-of-county placement, so their use is closely monitored. Low reliance on long-term care facilities is generally considered more beneficial to overall client recovery. Most of our outpatient services are designed to reduce placements in long term care facilities.

How are we doing? IMD alternative facilities are limited both locally and throughout the state. As a result, the County must continue to place severely ill patients in out-of-county IMD facilities. Our target reflects an estimate of 3,405 IMD days per 100,000 County residents. For FY 99-00, the most recent State reported data showed our five comparable counties ranging from 576 to 7,500 days with an average of 3,874 days per 100,000 county residents. The difference between our placement level and comparable county average reflects an annual savings of over $150,000.

Department Goal: To prevent or reduce the societal problems and high costs to other social services, educational and law enforcement organizations resulting from lack of treatment of the mentally ill.

Communitywide Result Link: A healthy community. A safe community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of jail interventions that prevent acute psychiatric inpatient admissions.	99.6%	99.8%	99.3%	99%	99%	99%

What: Measures effectiveness of psychiatric care provided to mentally ill county jail inmates as indicated by the percentage of those interventions which were successful in preventing psychiatric inpatient hospitalization.

Why: Acute psychiatric inpatient admissions for jail inmates presents a relatively high cost service, which, if prevented, not only saves costs but, insures a higher degree of community safety by treating jail inmates in the jail setting. Overall higher scores on this measure indicate a more effective jail treatment program with regular outpatient follow-up.

How are we doing? During 2002, 184 jail inmates threatened or attempted suicide. Without mental health intervention services at the jail, these inmates would enter our inpatient psychiatric unit. In 2003-04, only 34 jail inmates required acute inpatient psychiatric service. The average cost per bed for an inpatient psychiatric stay in 01-02 was $727/day compared to $108/day at the jail. The estimated cost avoidance for 150 inmates with an average stay of three days is $278,550.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Re-offense rate for clients in the Conditional Release Program (CONREP).	0%	4%	0%	0%	9%	0%

What: Measures the effectiveness of aftercare for judicially committed state hospital clients in the community in the CONREP program.

Why: Closely monitoring re-offense rate on this potentially dangerous clientele provides for community safety.

How are we doing? The CONREP program has been effective in preventing re-offenses among clients served. All clients served have prior arrest histories. During FY 03-04 there were two offenses, one felony and one misdemeanor. Both Clients were returned to the State Hospital.

Department Goal: To help clients with emotional traumas and psychological difficulties grow into healthy and contributing citizens.

Communitywide Result Link: A healthy community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage increase in community functioning for youth at risk of out-of-home placement.	16%	18%	20%	18%	23%	20%

What: Measures the community functioning of seriously emotionally disturbed youth at risk of out-of-home placement, as measured by the Global Assessment of Functioning (GAF) Index.

Why: Improving community functioning in youth reduces the risk of out-of-home placement. Higher scores reflect improved functioning.

How are we doing? Youth at risk of out-of-home placement improved their community functioning by 20%, resulting in the prevention of 54 out of home placements in this group. Fifty-four placements could have cost the county as much as $1,877,310 in Mental Health Day Treatment and patch costs.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Re-offense rate for youth who have completed one or more mental health programs.	26%	15%	14%	17%	21%	17%

What: Reflects re-offense rates among select youth referred for mental health treatment.

Why: Mental health intervention with youth has shown a significant reduction in re-offending, thus avoiding the negative impact of incarceration to target youth and the community.

How are we doing? Re-offending among youth receiving mental health outpatient treatment decreased dramatically, resulting in fewer arrests and improved community adjustment in this group. Actual performance for FY 03-04 was a 21% re-offense rate. The re-offense rate among untreated offenders in this target population has been as high as 95% prior to treatment.

Department Goal: To provide cost effective mental health services to community residents.

Communitywide Result Link: A well-governed community.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Inpatient Psychiatric Health Facility patient costs per day	*$656	*$727	*$917	$735	$1,061	$1,011

What: The county provides a full functioning 24 hour Psychiatric Health Facility. Measuring daily per patient costs is a part the Mental Health service management of the Inpatient Psychiatric Health Facility.

Why: This measure is one component of measuring how efficiently our Inpatient Psychiatric Health Facility functions.

How are we doing? The total cost of Psychiatric Health Facility services and the number of admissions in FY 03-04 are approximately the same as 02-03, however, average length of stay decreased resulting in a reduction of 482 Client Days. This results in a higher than expected patient cost per day in FY 03-04. Four of the six comparable counties have Acute Inpatient Psychiatric Units. For fiscal year 99-00, the most recent year for which the State has reported comparative data, comparable county costs ranged from $584 to $662 per day, with an average of $629. The San Luis Obispo County cost for fiscal year 99-00 was $637, slightly higher than the average cost for the comparable counties. The change in cost from FY 01-02 to FY 02-03 reflects a rise in pharmaceutical costs.

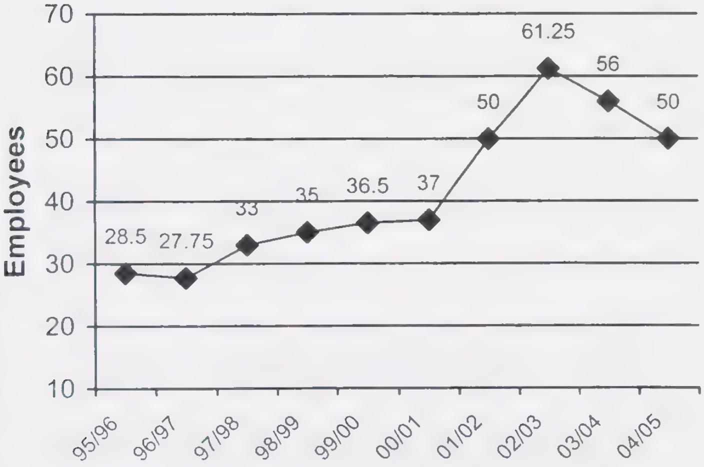
*Reflect Medi-Cal cost report data.

MISSION STATEMENT

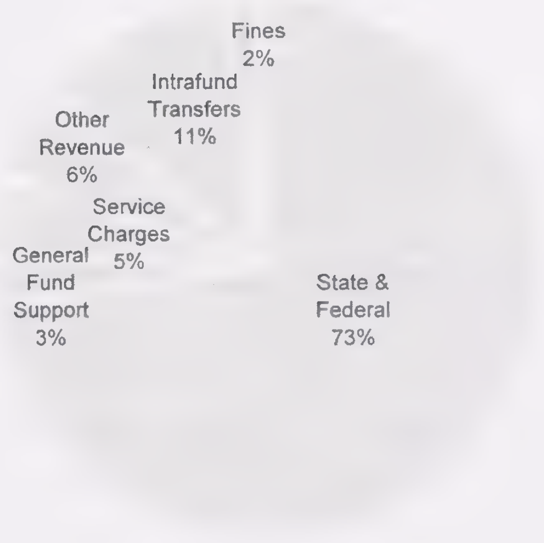
Drug and Alcohol Services promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 3,556,249	$ 3,648,014	$ 3,486,469	$ 3,340,176	$ 3,416,444
Services and Supplies	1,424,256	1,243,129	1,390,042	1,398,766	1,415,682
Other Charges	736,572	736,574	736,574	736,574	736,574
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 5,717,077	$ 5,627,717	$ 5,613,085	$ 5,475,516	$ 5,568,700
Less Intrafund Transfers	922,336	905,281	743,320	626,206	626,206
**Net Expenditures	$ 4,794,741	$ 4,722,436	$ 4,869,765	$ 4,849,310	$ 4,942,494
Revenues	4,751,493	4,676,262	4,686,316	4,695,316	4,788,500
General Fund Support (G.F.S.)	$ 43,248	$ 46,174	$ 183,449	$ 153,994	$ 153,994

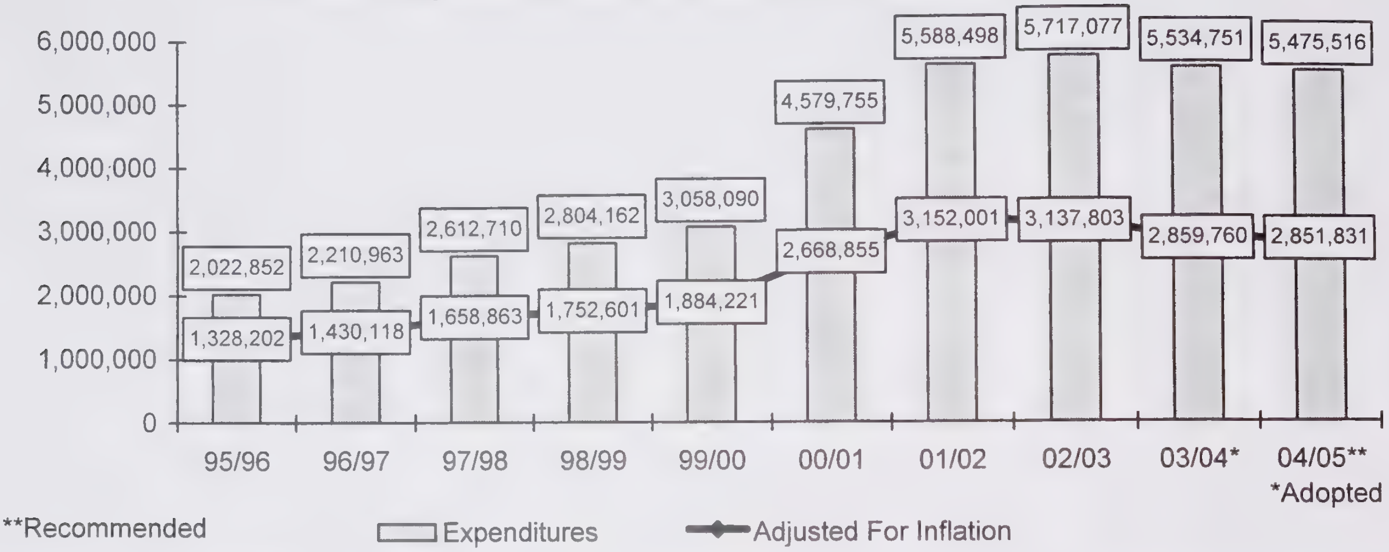
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Treatment

Through regional centers located in Atascadero, San Luis Obispo and Arroyo Grande, outpatient treatment programs provide individual, family and group counseling for community members seeking recovery from alcohol and other drug problems. Licensed and credentialed staff provide treatment services and all programs are certified by the California Department of Alcohol and Drug Programs. A variety of populations are served, including young children, youth, adults, intravenous drug users, and pregnant and parenting women. Treatment services vary in intensity, based on individual need and can last up to one year. Aftercare services are provided as well as drug testing services.

Total Expenditures: $3,268,900 Total Staffing (FTE): 33.25

Prevention

Prevention activities seek to prevent alcohol and other drug problems before they occur. A primary focus is placed on youth and assisting the community-at-large in the development of an alcohol and other drug-free social environment. Prevention activities include the support of community coalitions such as The Prevention Alliance and 10 community-based Youth Task Forces. Friday Night Live is a prevention program whose youth development activities reach 4th through 12th grade students in schools throughout San Luis Obispo. The HIV street outreach and educational campaigns promote the awareness of problems associated with drug use and HIV risk.

Total Expenditures: $1,419,461 Total Staffing (FTE): 16

Support to the Drinking Driver Programs

Staff time that includes administrative support and staff services for BU 4040, the Drinking Driver Programs.

Total Expenditures: $143,765 Total Staffing (FTE): 1.5

Pass Through

Drug and Alcohol Services receives funding directly from the State and forwards it to Pasos de Vida, Life Steps Foundation, Inc. for residential services for women with chemical dependency issues and mental health issues.

Total Expenditures: $736,574 Total Staffing (FTE): 0

DEPARTMENT COMMENTS

The Fiscal Year 2004-05 budget includes a net county cost of $153,994. Total expenditures are expected to decrease by $113,925, or 2%, vs. the Fiscal Year 2003-04 Estimates. Additionally, revenue will decrease by $223,082, or 4% vs. FY 2003-04 Estimates.

It was Drug and Alcohol Service's intent in the proposed budget not to erode client services any further than the service cuts made the current fiscal year. Service cuts this year were a direct result of adopting a General Fund Support budget in FY 2003-04 that ultimately resulted in decreased treatment services and the need for client waitlists.

In FY 2004-05, we will be eliminating three administration positions that will result in salary savings of $210,000. A Health Care Analyst will not be funded; a Senior Account Clerk and a Department Personnel Technician will be eliminated. The efficiencies gained through the organizational effectiveness (OE) process and the use of continuous process improvement techniques will help to sustain the increased workload.

Additionally, operations will move toward a more managed care model. In the managed care model, the positions of the three Program Supervisors will not be funded and management of existing staff will be the responsibility of the Clinical Programs Manager. Not funding these positions will result in reduced salary expense of $257K. One key to the successful implementation of the managed care approach is the addition of a Software Engineer I position. The Software Engineer will modify the current databases and develop the reporting structures to successfully implement the managed care model. The net savings generated by not funding the three program supervisors and adding the Software Engineer I will be $183K. Other staff reductions in FY 2004-05 include four Specialists currently working on grant-funded programs where the funding will expire or be eliminated next year.

The budget eliminates 6 FTE positions and does not fund or fill an additional 5 positions on the Position Allocation List.

The challenges faced when developing the FY 2004-05 budget include, balancing a budget in a period of declining revenues, overcoming the current year's prevailing wage increase as well as next years without funding increases, and absorbing significant increases in County allocated costs.

Despite budget challenges in both FY 2003-04 and FY 2004-05, Drug and Alcohol Services has continued to benefit by strengthening its organizational effectiveness. The department will have to rely on these efforts in FY 2004-05 if it is to be successful in achieving the aggressive plan it has laid out in the budget.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support (GFS) for Drug and Alcohol Services (DAS) has increased 243% ($109,157) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be attributed to an increased support for DAS, which in the past had been held to their State minimum Maintenance of Effort (MOE). The MOE is the County's required match for discretionary State revenues. In order to not decimate the DAS programs any further, an additional $109,157 from the General Fund is recommended to maintain client services. In the past few years, DAS has experienced tremendous growth in both staffing and other resources. Although much uncertainty still exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the previous growth in health and human service programs is not sustainable. In FY 03-04 health and human services began to experience the impacts of Federal and State program cuts.

Overall expenses for DAS have increased by 3% compared to the Fiscal Year 2003-04 Adopted Budget. The primary reasons for this increase include: increased Information Technology Department charges, increased medical and lab drug testing supplies, and increased insurance rates and worker's compensation rates. Recommended funding for Drug and Alcohol Services' salaries and benefits have decreased by 7%, which includes an elimination of six positions, four of which are limited term resulting from funding ceasing. The elimination of the 6 FTE positions is due to loss of revenue and lack of revenue growth.

In Fiscal Year 2004-05 Drug and Alcohol Services revenue will increase slightly by 1% primarily due to increases in Office of Juvenile Justice and Delinquency Prevention Federal Grant, increase in Safe and Drug Free School Grant, and pass thru revenue for Probation's Drug Court. These revenue increases are offset more significantly by revenue losses that signify the reduction in service levels in the adult and youth treatment programs and prevention programs. The Department will be impacted by revenue reductions: reduction in Proposition 36 allocation, loss of Drug Court funding, and a loss of Federal and State discretionary dollars. In addition to direct revenue losses, much of Drug and Alcohol's revenue has failed to keep pace with expenditures; this lack of growth is in essence the crux of decreases in service levels since the cost of doing business has increased yet the revenue to support it has not.

The Drug and Alcohol Services' budget is financed with Federal, State, and local General Fund dollars. The budget includes $137,301 of Tobacco Settlement funds. These funds will be used to pay for maintaining programs that provide addiction services for youth and adults.

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Behavioral Health Department's Drug and Alcohol Services' FY 04-05 budget:

- Increase Budget Unit 3075's revenues and expenditures ($93,184) for the Youth Offender Program and amend the position allocation list to add a .75 FTE Drug and Alcohol Specialist

GOALS AND PERFORMANCE MEASURES

Department Treatment Goal: To reduce alcohol and other drug-related problems among program participants who access services in regional clinics that provide efficient, high quality, intensive treatment services to community members desiring recovery from the misuse of alcohol and/or other drugs.

Community-wide Result Link: A Healthy Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of clients successfully participating in adult treatment services who demonstrate decreased drug and alcohol use. (as measured by the Addiction Severity Index)	New Measure	45% of 657 clients	70% of 776 clients	70%	72% of 623 clients	75% of 970 clients

What: Decreased drug and alcohol use demonstrates an impact of treatment and treatment's subsequent effect on behavior.

Why: Successful recovery involves positive lifestyle changes.

How are we doing? For FY 03-04, 72% of a total of 623 clients in adult treatment (separate from Prop 36 court-referred clients) have reduced their drug and alcohol use as determined by ASI outcomes. The longer a client is engaged in treatment, the better their outcome scores. For clients with 90 days or more of treatment, a sample of 60 active participants demonstrated a rate of 90% improvement in ASI scores. Additionally, of those sampled, the rate of improvement from baseline to most recent follow-up showed a 90% improvement for alcohol problems and 80% improvement in drug-related problems. Thus, a large majority of adult treatment clients are improving their lives, reducing alcohol and other drug problems, improving family relations and successfully finding employment during FY 03-04
(Data Source: Addiction Severity Index and CA State CADDS data submission)

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of adult treatment clients who state overall satisfaction with Treatment Programs as measured by the client satisfaction survey at the levels of Above Average or Excellent.	N/A	N/A	*81% of 776 program participants	Revised measure	82% of 756 program participants	87% of over 970 program participants

What: The department's client satisfaction survey is used to measure program satisfaction within our treatment programs.

Why: Client satisfaction is a measure of program effectiveness.

How are we doing? During FY 03-04, 82% of treatment participants (sample size of 120) indicated overall satisfaction with our treatment services. Additionally 90% were able to identify changes they had made in their lives, as a result of treatment, which improved their quality of life in areas such as reduced or eliminated drug use, improved family life, improved employment options, etc. (Data Source: Satisfaction Survey sampling) *These data were calculated using sampled treatment population.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Treatment slots filled. (Prop 36, Perinatal, Youth and Family and Adult Services)	New Measure	80% of 391 treatment slots	90% of 593 treatment slots	90% of 477 treatment slots	100% of 477 treatment slots	100% of 440 treatment slots

What: Filled treatment slots ensures efficient use of treatment resources.

Why: Reduced waste in un-used treatment resources. The ideal standard for filled treatment slots would be 90% to 95% filled so that clients can access services when they need them.

How are we doing? In FY 03-04 all treatment slots were completely filled. This has resulted in a waiting list for services until new slots become available. (Data Source: DATAR quarterly basis.)

Department Prevention Goal: To prevent alcohol and other drug problems by providing high quality training and education services to assist the community in the development of healthy alternatives to substance abuse.

Community-wide Result Link: A Healthy Community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the County's population reached through a minimum of 12 prevention awareness events.	10% (23,236 individuals)	10% (24,459 individuals)	10.5% (27,322 individuals)	10% (27,390 Individuals)	12% (32,280) Individuals	11% (equates to approx. 28,600 individuals)

What: Number of Prevention events and the attendance records from those events indicate the accessibility and the assistance provided to the community at large. Events include the "Safe and Sober Summer" campaign, Red Ribbon Week events, Winter Holiday DUI Prevention campaigns and Community Forums on Binge Drinking Prevention.

Why: Consistency and continuity of prevention messages over time is a "best practice".

How are we doing? 32,280 individuals (*CA Prevention Activities Prevention System Report, 2004*) were recipients of county-wide prevention services during FY 03-04. This is 12.4 % of 260,000 total county residents. During the past year, youth continued to become increasingly involved in developing and promoting community-based prevention efforts, with an emphasis on youth asset development, community development projects, and a teen voice in policy development. Our community-based prevention activities have increased our collaborative partnerships with county schools, local community youth task forces, citizens groups and electronic and print media. (Data Source: Prevention Activities Data System)

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of professional and community participants attending Drug and Alcohol Services training events who state or demonstrate at least one way that they will apply what they have learned (ie. skills, knowledge or ability).	*95%	100% of 359 participants	100% of 372 participants	100%	100% of 255 participants	100% of 500 participants (sampled)

What: Department post-training survey is given to all training participants.

Why: The development of skills, knowledge and/or ability creates change that supports healthy choices concerning alcohol and other drugs.

How are we doing? The total number of people trained in FY 03-04 was 255. Training topics in FY 03-04 included Drug Testing; HIPAA Compliance; Blood Born Pathogens; Mandated Reporter Requirements; Media Advocacy; Retaining Volunteers; and Prevention Coalition Leadership. (Data Source: Training Committee – Training Evaluation Forms)
*Prior year total program participant data unavailable due to a new data collection database being established.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Friday Night Live participants who demonstrate a reduction in risk factors and/or an increase in protective factors resulting in reduced substance abuse.	80% of 1,719 Participants	80% of 2,612 Participants	80% of 2,902 Participants	New Measure N/A	90% of 3,500 Participants	95% of 3,500 Participants

What: Participants demonstrate (as measured by focus group outcomes and surveys) improvements in school attendance, problem-solving skills, family environment, school grades, community/family bonding, choice of peer group and reduced or eliminated drug use.

Why: Research by Hawkins/Catalano demonstrates that decreases in standardized risk factors or increases in standardized protective factors results in reduced risk of substance abuse. Risk Factors include: being unaware of risks of drug use, exhibiting low levels of parent/youth communication, truant behavior, and choosing of problem peer groups. Protective Factors include: improved school attendance, high levels of developmental assets, good grades, school/community/youth bonding, and disapproval of drug use.

How are we doing? Consistently during FY 03-04, 90% of participants showed improvements in risk behavior. Thus, grades, reduced truancy, in-class behavior and school/community/youth bonding all improve significantly. Also reported risk behavior associated with alcohol, tobacco or other drugs also decreases.

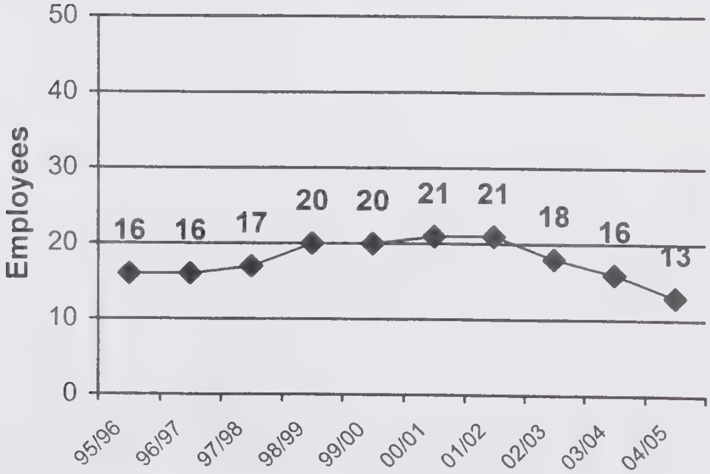
MISSION STATEMENT

Drug and Alcohol Services promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

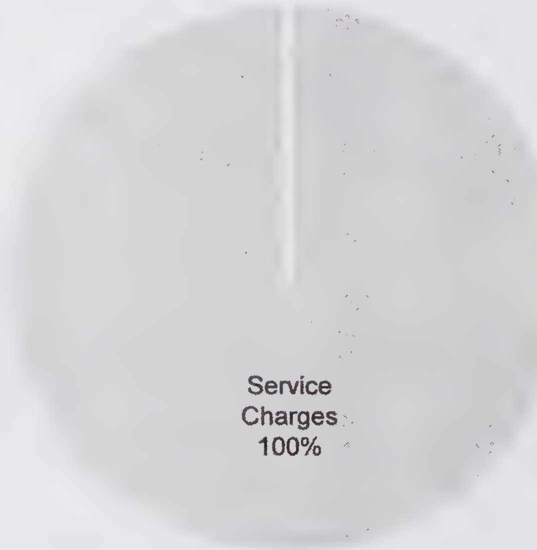
Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 855,489	$ 732,469	$ 641,568	$ 641,568	$ 641,568
Services and Supplies	316,184	363,764	368,710	368,710	368,710
Other Charges	0	0	0	0	0
Fixed Assets	7,454	0	0	0	0
Gross Expenditures	$ 1,179,127	$ 1,096,233	$ 1,010,278	$ 1,010,278	$ 1,010,278
Contingencies	$ 0	$ 0	$ 0	$ 68,752	$ 88,752
New Reserves	0	20,000	0	0	41,281
Total Financing Requirements	$ 1,179,127	$ 1,116,233	$ 1,010,278	$ 1,079,030	$ 1,140,311
Revenues	$ 1,106,606	$ 1,138,092	$ 1,079,030	$ 1,079,030	$ 1,079,030
Fund Balance Available	33,513	(6,100)	0	0	61,281
Cancelled Reserves	20,565	45,521	0	0	0
Total Financing Sources	$ 1,160,684	$ 1,177,513	$ 1,079,030	$ 1,079,030	$ 1,140,311

Number of Employees

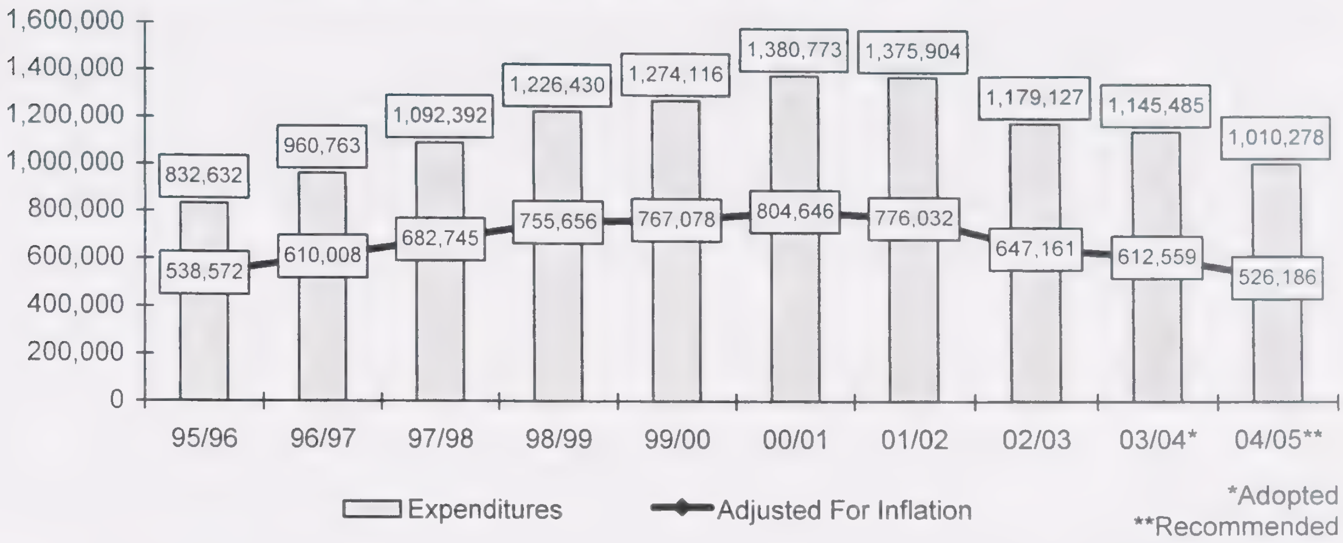
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

First Offender Program

The First Offender program is four months long and is a continuing series of education, group, and individual sessions that increase the level of awareness regarding problem drinking or alcoholism, and encourages participants to take responsibility for their own recovery. For persons who have been convicted of a first drinking driver offense and have a blood alcohol level of .20% or higher, the Extended First Offender Program is six months long and is a continuing series of education, group, and individual sessions. Funds are derived from client revenue.

Total Expenditures: $501,206 Total Staffing (FTE): 6

Second Chance Program

The Second Chance program is an eighteen month intervention program for drinking drivers who are multiple offenders. This program consists of group and individual counseling and education. There are 26 biweekly individual and 26 biweekly group sessions for the first 12 months, with six months of case management following the sessions. Funds are derived from client revenue.

Total Expenditures: $409,332 Total Staffing (FTE): 5

Young Adult Programs

Drug and Alcohol Services offers two Young Adult Programs (YAP) for alcohol impaired drivers whose ages are from 18 through 20 and who have a DUI offense with a Blood Alcohol Level (BAL) of .08% or lower, or who refused testing when arrested. YAP1 participants complete a course with six educational sessions and required Alcoholics Anonymous (AA) sessions. The YAP2 Program is for the same age range, however it is for clients with a blood alcohol level of .08% or higher and is comprised of 10 educational sessions, three individual meetings, five group counseling sessions and AA attendance. Funds are derived from client revenue.

Total Expenditures: $56,447 Total Staffing (FTE): 1

Wet Reckless Program

The Wet Reckless Program is for clients with a Blood Alcohol Level (BAL) of less than .08%. It consists of an abbreviated 12-hour program that includes six education classes and five AA or self-help meetings. Funds are derived from client revenue.

Total Expenditures: $43,293 Total Staffing (FTE): 1

DEPARTMENT COMMENTS

San Luis Obispo County offers county-conducted Drinking Driver Programs (DDP) that deliver high quality education and counseling services, through a dedicated staff that is held accountable to program objectives. We have been successfully providing high quality services to the citizens of San Luis Obispo County for more than two decades. The Drinking Driver Programs receive no county support.

Drug and Alcohol Services manages the Drinking Driver Programs, which include programs designed for first-time and multiple offenders, as well as specially designed programs for young adults and Spanish-speaking offenders. The programs enroll approximately 1,500 participants per year, and for many participants this is their first opportunity to access substance abuse treatment and recovery resources. Client satisfaction surveys from program participants continue to highly rate the quality of our drinking driver services, with over 87% rating DDP programs “above satisfactory” or “excellent”. For participants who engage in the intensive 4, 6, or 18-month programs, significant healthy lifestyle changes are adopted which are maintained over time, and re-offense rates for program graduates are lower than average state benchmarks.

Changes to the Fiscal Year 2004-05 budget include an estimated increase in revenue and the elimination of a Program Supervisor position. Fund increases are necessary to offset the additional cost of budgeting for a prevailing wage increase and increases in County allocated overhead. Operating expenditures will total $1,010,278 with contingencies of $68,752. Total financing sources of $1,079,030 are comprised of client fees. In addition to the elimination of the Program Supervisor position, two current vacant positions will also be eliminated in FY 2004-05.

Overall drinking driving arrests have declined at the State as well as the County level over the past several years. In addition to the overall decline in DUI arrests, other factors can have a significant impact on DUI arrests in any given year. These factors include local law enforcement capacity and the varying degrees of commitment and/or incentives that individual officers have toward pursuing DUI arrests. Since our assumption for FY 2004-05 is that enrollments will remain at current year levels, the increase in revenue does not reflect increased enrollments, but increases in adopted fees that have been approved for FY 2004-05.

With the elimination of the Program Supervisor, program staff will move into a more managed care approach. This means Specialists will have less supervision and greater autonomy to do their work. This also places greater responsibility on the department’s information systems to provide management with reportable measures like maximum/minimum group size, staff workload capacity, and units produced. These measurements increase program efficiencies and are reflected in articulated outcome measures that identify expected caseloads for each program Specialist. Sharing the cost of a Software Engineer with BU 3075 will support the additional reporting requirements.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Overall expenses for Drinking Driver Program have decreased by 11% compared to the Fiscal Year 2003-04 Adopted Budget. The decrease is primarily due to labor savings associated with the elimination of positions. These staffing level adjustments are based on decreased enrollments in the Drinking Driver Programs. The enrollments in these programs are related to local Driving Under the Influence (DUI) conviction rates, and because there has been a statewide decrease in drinking and driving arrests and convictions, the program’s revenues have also decreased.

Overall revenues for the Drinking Driver Program have decreased 9% primarily due to lower client fee revenues associated with fewer program participants. The Drinking Driver Program is financed through revenues derived from the collection of client fees. The Drinking Driver Program contingencies are budgeted at $68,752. These funds will be used to fund any prevailing wage adjustments for Fiscal Year 2004-05. This budget does not receive any General Fund support.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance public safety by providing efficient and effective intervention and education to court ordered individuals referred for driving under the influence of alcohol or other drugs.

Communitywide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of First Offender Drinking Driver Program participants who are remanded to our multiple offender program one year post completion of the first offender program.	*< 10%	5% of 620 clients	5% of 537 clients	New Performance Measure for FY 04-05	New Performance Measure for FY 04-05	3% of 650 clients

What: Measures recidivism and effectiveness of the First Offender Program.

Why: If our First Offender Drinking Driver Program is effective, graduates will not return to our multiple offender program.

How are we doing? Arrest and re-arrest rates are a risk indicator monitored by the State of California, Department of Motor Vehicles. A comparison of Statewide data with County-wide data indicates our county's standing or rank in a statewide comparative index. The average Statewide one year re-arrest rate is 7% (citation: *Annual Report of CA DUI Management Information System*, 2002). Drug and Alcohol Services' new client management system and database is an evolving source of information about Drug and Alcohol Services program participants. All names of First Offender graduates are compared to participants in the Multiple Offender Program in the 12 months subsequent to graduation. An analysis of data from this data-base reveals that 3 percent of 650 participants who graduate from the First Offender Program go on to engage in substance abusing behavior that causes them to be re-arrested for DUI and remanded to our multiple offender program.

*Prior year total program participant data unavailable due to a new data collection database being established.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of participants completing our Client Satisfaction Survey who rate Drinking Driver Services at the levels of Above Satisfactory or Excellent.	*83%	85% of 1,148 program completions	87% of 1,091 program completions	90%	90%	92% of 1,100 program completions

What: Measures client satisfaction with the services provided by Drug and Alcohol Services.

Why: The Client Satisfaction Survey, administered to each program participant at the completion of the program, measures the participant's perception of the quality of services received.

How are we doing? All program participants (approximately 1,100 graduate from the programs annually) complete a client satisfaction survey. This program is completely funded by participant revenue, and participants are referred by the courts. Despite the fact that participants have to pay for their program, survey results from a sample of graduates indicate that program participants are extremely satisfied with the services they receive in the Drinking Driver Program.

*Prior year total program participant data unavailable due to a new data collection database being established.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time specialists meet department caseload standards.	New Measure	90%	93%	95%	95%	95%

What: Drug and Alcohol Services has developed tasks and standards for Drinking Driver Program Specialists, measured through a monthly quality assurance process, that determines specific caseload capacities for each of the court-ordered programs. These standards help to ensure rapid and efficient access to court-ordered drinking driver programs.

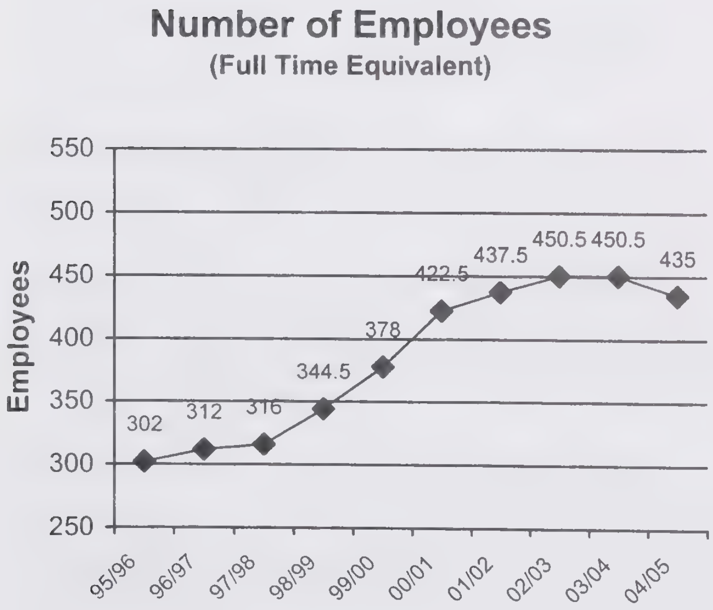
Why: This caseload keeps our Drinking Driver Programs compliant with State standards, guarantees that clients gain access to services within time limits set by the courts, and ensures the fiscal integrity of the program. Maximum efficiency is achieved when staff meet the standard of full capacity

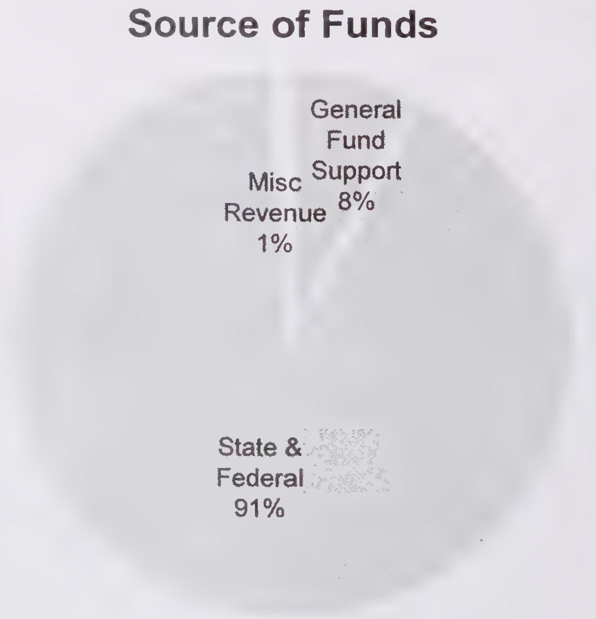
How are we doing? The Department continues to implement Tasks and Standards that make clear professional expectations. We are meeting our standard 95% of the time.

MISSION STATEMENT

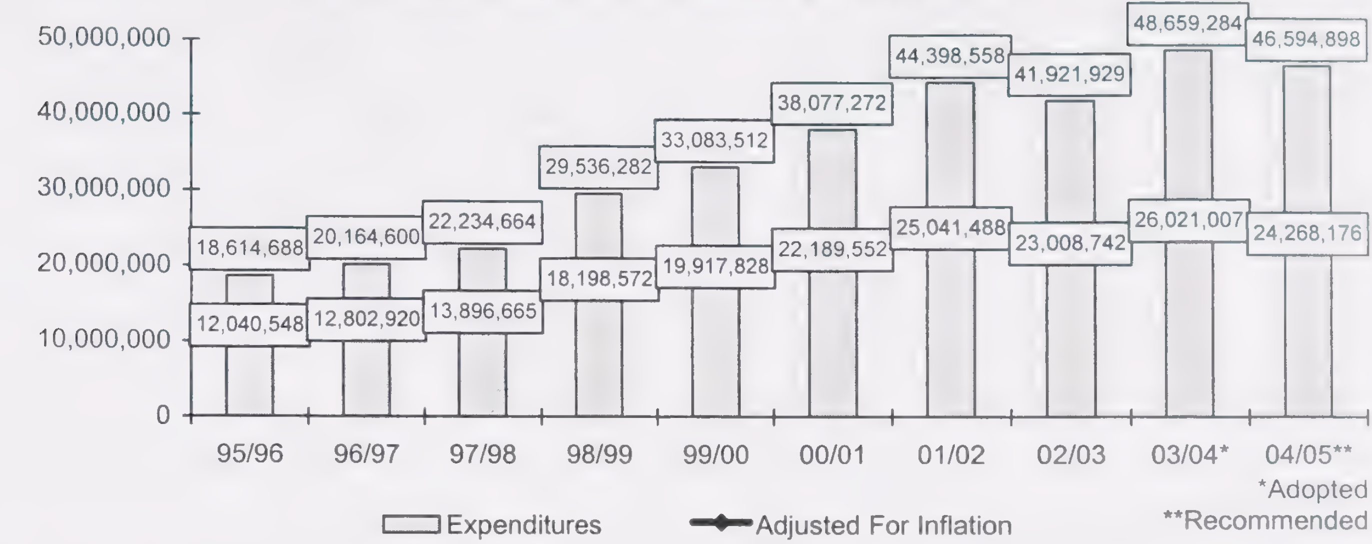
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 25,010,449	$ 26,814,938	$ 28,549,580	$ 28,549,580	$ 28,549,580
Services and Supplies	11,102,920	13,236,059	12,681,559	12,518,573	12,960,173
Other Charges	5,541,634	5,644,233	5,440,759	5,440,759	5,440,759
Fixed Assets	266,926	239,403	123,000	85,986	85,986
**Gross Expenditures	$ 41,921,929	$ 45,934,633	$ 46,794,898	$ 46,594,898	$ 47,036,498
Less Intrafund Transfers	275,102	126,623	110,760	110,760	126,760
**Net Expenditures	$ 41,646,827	$ 45,808,010	$ 46,684,138	$ 46,484,138	$ 46,909,738
Revenues	38,340,077	40,619,538	43,166,716	42,980,716	43,006,316
General Fund Support (G.F.S.)	$ 3,306,750	$ 5,188,472	$ 3,517,422	$ 3,503,422	$ 3,903,422


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Adult Services

Adult services includes two major programs: Adult Protective Services and In-Home Supportive Services. The Adult Protective Services Program protects dependent adults and seniors. It investigates allegations of abuse, intervening when necessary, and provides community education. The In-Home Support Services Program provides personal and domestic services that enable the dependent adults to remain safely in their home.

Total Expenditures: $5,476,868 Total Staffing (FTE): 25

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: $12,833,529 Total Staffing (FTE): 161

Child Welfare Services

In collaboration with other departments, agencies, and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from the home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption or guardianship.

Total Expenditures: $10,209,939 Total Staffing (FTE): 104

County Only Programs

This includes the eligibility and administrative costs of the General Assistance Program, that provides public assistance of last resort to indigent county residents. This program is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: $140,000 Total Staffing (FTE): 4

Food Stamps

This Federal program provides nutritional assistance to low income households.

Total Expenditures: $3,409,182 Total Staffing (FTE): 5

Medi-Cal

California's version of the Federal Medicaid program provides financial assistance for health care including medical and mental health services, devices and prescription drugs for eligible people.

Total Expenditures: $8,194,532 Total Staffing (FTE): 109

Other Programs

This includes other programs provided by the Department primarily for Children's Services, but also for foster care eligibility and services, food stamp employment and training, and family preservation services.

Total Expenditures: $6,772,448 Total Staffing (FTE): 27

DEPARTMENT COMMENTS

Goal #1: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

Goal #2: To meet basic in-home needs of seniors and the disabled to reduce the incidence and cost of unnecessary long-term care placement.

In order to measure our effectiveness in linking resources with the identified need for services, the Department monitors the percentage of domestic and/or personal care hours provided to eligible seniors and the disabled in proportion to hours authorized. To the extent that we are able to narrow the gap between the identified need and the resources we muster to meet that need, we improve the health, mental health, and longevity of our client population.

Goal #3: To maximize the number of CalWORKS participants moving toward self-sufficiency.

The CalWORKS caseload, following a long decline, has now begun to rise and is up 4.1% over the prior year. Two key factors-the economy and the State Budget-have impacted the Department's ability to continue the former decline, as there are fewer opportunities for self-sufficiency and fewer resources with which to help families.

The Department continues to exceed the Federal Performance standards in CalWORKS—although our performance has been declining--and continues to excel at providing supportive services that keep families free of dependency once they've left public assistance.

Our first performance measure tracks the dollar amount of cash assistance reductions due to increased earnings, while the second measure monitors the percentage of clients who remain free of aid within one year of leaving CalWORKS. We have reduced the target for the first measure, reflecting the declining caseload as well as the difficulties faced by the Department in serving those families still receiving assistance.

Goal #4: To provide for the safety and stability of children who are at risk of abuse or neglect.

In collaboration with other departments, agencies and the community, the Child Welfare Services program provides services to strengthen families and reduce the incidence of child abuse and neglect. Staff investigates allegations of abuse or neglect and works with families in developing plans to ensure the safety of children. When necessary, children are removed from their home and placed in foster care while plans for reunification are pursued and implemented. When reunification is not feasible, children are found permanent homes through adoption and guardianship.

The Department continues its efforts toward restructuring the approach to CWS. By focusing intensive efforts in cooperation with families, the community and our partners, we keep families together and minimize disruption to their lives. In the current year, we received recognition for our efforts to remake CWS by being awarded "Early Implementer" status for the Statewide Child Welfare Redesign.

Goal #5: To improve the food purchasing power of low-income families, and

Goal #6: To improve the access to health care of children and adults who have inadequate or no health insurance.

The Nonassistance Food Stamp program has increased by 6.7% from last year's level, while the MediCal program has increased by 6%. In calendar year 2002, the Medi-Cal program paid over $85 million to medical providers on behalf of eligible County residents.

In the current year, the State Department of Health conducted a review of the County's MediCal case processing standards and concluded that our performance was "Outstanding." We look forward to working with the Board, the community we serve and our partners in addressing the challenges of providing effective public service in the context of so much uncertainty.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Department of Social Services has increased 30% ($815,115) compared to the Fiscal Year 2003-04 Adopted Budget. The increase in General Fund Support can be attributed to increasing caseloads and a reduction in revenue. In comparison to FY 01/02 caseloads in Medi-Cal caseloads are up 6%, Food Stamps caseloads are up 7%, Child Welfare Services Family Reunifications caseloads are up 40%, CalWORKS caseloads are up 4%, and Adult Services caseloads are up 17%. There are also new program requirements in Child Welfare and Medi-Cal, adding associated workload to the time required per case. Another factor in the need for increased General Fund Support is the lack of growth in State Realignment Funds for the third year in a row. In recent years, Social Services has experienced tremendous growth in both staffing and other resources. Although much uncertainty exists relative to the impacts of the State's continued budgetary problems, there is a consensus that the growth in health and human service programs is not sustainable. In FY 03-04 health and human services began to experience the impacts of Federal and State program cuts.

In Fiscal Year 2003-04 the Department experienced budgetary shortfalls associated with adjusted revenue projections based on prior and current years' actuals, a changing mix of mandated expenditures associated with entitlement programs, and actual budget cuts imposed by the Governor and the Legislature. The Department managed to maintain their level of service by implementing a number of cost saving measures: voluntarily froze hiring, postponed purchases, reduced or terminated contracts and curtailed travel and other expenses as means of addressing a shortfall in anticipated revenue. Even with all of these cost saving measures the Department anticipates needing an additional $2,000,000 to balance at the end of FY 03-04.

Overall expenses for the Department of Social Services have decreased by 4% compared to the Fiscal Year 2003-04 Adopted Budget. Most of these expenditure savings were a result of cost saving measures implemented but also in FY 03-04 the Department had one-time equipment related purchases associated with the implementation of the new CalWIN computer system. Recommended funding for salaries and benefits has decreased slightly by 1%. The FY 03-04 prevailing wage increases are offset by the savings associated with the vacancies due to the Department's hiring freeze. The recommended budget includes an elimination of six vacant positions. The eliminated positions include 1.0 Limited Term Social Worker in Child Welfare Services, 2.0 Social Workers in Child Welfare Services, 2.0 Employment Resource Specialists in CalWORKS, and a Department Automation Specialist in the Automation Division. The elimination of the 6.0 FTE positions is due to loss of revenue and lack of revenue growth. 6.0 FTE limited term positions that would have expired on June 30, 2004 are recommended for extension through June 30, 2005 since available funding for these positions has been extended.

Overall expenses for the fixed assets accounts have decreased by 80% ($362,761) compared to the Fiscal Year 2003-04 Adopted Budget. The primary reason for this decrease is the FY 03-04 Budget had one-time equipment related purchases associated with the implementation of the new CalWIN computer system ($300,000). In the FY 04-05 budget, the Department has included funds to purchase six replacement compact vehicles and three replacement servers.

As the upcoming fiscal year approaches, the Department of Social Services finds itself on the verge of implementing major system changes. Key to the Department's strategy in the budget year is preparing for these major changes that include:

- CalWIN- The Department continues its consortium-based effort to implement this automation change that will completely overhaul the fashion in which participants' eligibility for public assistance will be determined and maintained.
- CWS Systems Change -The Department continues to implement redesign to the Child Welfare Services delivery system that include continuing roll-out of the Family to Family Initiative and the Linkages program as well as process improvements related to CWS Redesign.

Overall revenues for the Department of Social Services have decreased by 6% primarily as a result of more realistic budgeted Realignment revenue projections. The Department of Social Services budget is financed with Federal, State, and local dollars. The County's local share is financed with Realignment Revenue ($1,829,028) and General Fund dollars ($3,503,422).

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Department of Social Services' FY 04-05 budget:

- Increase Budget Unit 3200's revenues and expenditures ($25,600) to maintain the SAFE system of care location in Arroyo Grande
- Increase Budget Unit 3200's revenues and expenditures ($400,000) to fund the In Home Supportive Services care-giver wage increase

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide for the safety of disabled adults and seniors who are at risk of abuse or neglect.

Community wide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of all disabled adults and seniors who were victims of substantiated abuse or neglect and did not have another substantiated report within a 12-month period.	96%	94%	98%	95%	98%	96%

What: This performance measure demonstrates the extent to which initial interventions by Social Services were effective.

Why: This performance measure reflects effectiveness of initial services and quality of assessment.

How are we doing? It is our commitment to provide long term and intensive case management to prevent any repeat of abuse to disabled adults and seniors. Initial interventions have been effective in reducing risk to the elderly and disabled. The Department continues to perform at a high level of effectiveness—a level that would be threatened by any State cuts to this program that is not supported by Federal funds.
Year-end status: We have exceeded the 03-04 Adopted target by 3%.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Caseloads per worker for In-Home Supportive Services and Adult Protective Services (includes supervisors).	New Measure	68	69	68	73	69

What: This performance measure tracks the number of cases per worker in the Adult Services Division.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the elderly and disabled, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

How are we doing? We are optimistically hoping we can maintain the caseloads in the face of diminished funding and the hiring freeze implemented by the Department in May, 2002. There is very little staff turnover in this program; the increase in caseload per worker has occurred solely due to rising caseload. If turnover should occur, we may have to re-visit this target.
Year-end status: The actual results indicate an increase of 5 cases per worker over the adopted target.

Department Goal: To meet basic in-home needs of seniors and the disabled to reduce the incidence and cost of unnecessary long-term care placement.

Community wide Result Link: A Healthy Community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of domestic and/or personal care hours provided to eligible seniors and the disabled in proportion to hours authorized.	91%	91%	91%	93%	92%	92%

What: This performance measure tracks the extent to which the identified need for services is being met.

Why: This measures the effectiveness of the Department's In-Home Supportive Services service delivery system in addressing the identified service needs of the aged and/or disabled members of our community. Any significant gaps between "authorized" hours and "provided" hours would suggest that individuals' needs may not be met, potentially placing them at medical risk.

How are we doing? The percentage of hours being provided is essentially on target.
Year-end status: The actual results indicate that the percentage of hours being provided is essentially on target.

Department Goal: To maximize the number of CalWORKs participants moving toward self-sufficiency.

Community wide Result Link: A Prosperous Community

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
The dollar amount of cash assistance reductions due to increased earnings.	$1,742,646	$1,311,986	$1,050,077	$1,000,000	$953,333	$800,000

What: This performance measure reflects the total cost reduction per year of cash assistance provided by Social Services to CalWORKs participants due to increased earnings by the participant, and a decrease in their cash assistance.

Why: This is important to track because it indicates the extent to which more participants are working and earning more, leading toward our goal of the participant becoming self-sufficient.

How are we doing? The amount of savings generated from participants leaving cash assistance has been dropping since FY 00-01, after a long period of increases since CalWORKS's inception. The reasons include: the remaining CalWORKs caseload is more difficult to serve; and the economy is not supporting the entry level positions as significantly as it had in the past, so there are fewer jobs for participants. Because of budget pressure, the Department has reduced staff and, consequently, participants receive less support from their workers. Exacerbating the problem is the reduction in contracted services with community-based organizations and with Cuesta College—as CalWORKS begins to look more like the old AFDC program, it will begin to reflect that (AFDC) program's miserable results.
Year-end status: The department actual is $46,667 under target.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of clients who remain off aid one year after leaving CalWORKs	98%	98%	98%	98%	98%	95%

What: This performance measure reflects the extent to which CalWORKS participants remain independent of CalWORKS for at least one year after leaving CalWORKs.

Why: This reflects the long-term success of CalWORKs participants and the overall effectiveness of the Department's provision of CalWORKs services. The recidivism rate is a valuable indicator of the program's success.

How are we doing? Historically, when CalWORKs clients have gone off assistance they have remained off for at least one year. In the current economy, entry-level jobs are less available for our participants, post-CalWORKS supportive services are becoming scarce and our cases per worker are higher. We are facing a more challenging environment and may ultimately see a decline in performance.
Year-end status: The department is on target.

Department Goal: To provide for the safety and stability of children who are at risk of abuse or neglect.

Community wide Result Link: A Safe Community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of children who were victims of substantiated abuse or neglect and who did not have another substantiated report within a six-month period.	Measure Re-defined In 01-02	80%	81%	83%	86%	83%

What: This performance measure demonstrates the extent to which initial interventions by DSS were effective, limiting the incidence of subsequent abuse or neglect.

Why: This is an important performance measure because it measures effectiveness of initial services and quality of assessment. This is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

How are we doing? This measure was redefined in FY 01-02 during the budget process to align more closely with federal outcome measurements. The national standard for this measurement is 93.9%. Both the State and County have work to do to meet this standard, work that will be identified as part of the County's mandated Assessment and Improvement Plan. Locally some of the processes we have put in place to raise our performance include Family to Family, Wrap-around Services, Family Unity Mode and Team Decision Making. We have seen a gradual improvement in the outcome. Families are better stabilized and children are safer.
Year-end status: The actual results are above target by 3%.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
The number of cases per Social Worker in Child Welfare Services (CWS).	ER-21 FM-19 FR-12 PP-49	ER-21 FM-22 FR-11 PP-38	ER-19 FM-19 FR-16 PP-38	ER-18 FM-20 FR-16 PP-35	ER-17 FM-32 FR-16 PP-33	ER-17 FM-33 FR-17 PP-43

What: This performance measure reflects the workloads of Social Workers in each division of CWS: Emergency Response (ER); Family Maintenance (FM); Family Reunification (FR); and Permanency Placement (PP).

Why: This is an important measure because it reflects the number of cases per Social Worker in our four CWS programs. If the cases per Social Worker are too high, the worker may be overburdened and quality affected. Caseloads per worker that are too low may imply reduced efficiency.

How are we doing? Staff vacancies have not been filled since the beginning of FY 02-03 due to the hiring freeze implemented by the Department in May 2002. Consequently caseloads are creeping up in some areas. Strategically over the last 2 years, we have been moving cases toward Permanency Planning for the best interest of the child. The goal is that each child should have a stable, long-term placement, which is the goal of Family Reunification and Permanency Planning.
Year-end status: The actual results are above target, with each Social Worker handling nine more cases overall.

Department Goal: To improve the food purchasing power of low-income families.

Community wide Result Link: A Healthy Community

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Number, per thousand population, of people receiving Food Stamps.	25	24	24	24	23	24

What: This performance measure demonstrates the extent to which low-income persons in our community are being provided with Food Stamp benefits.

Why: This measure gauges effectiveness of the Department's outreach services to low-income families who may need assistance in meeting their nutritional needs.

How are we doing? The County is stable at 24 per thousand. Budget constraints have limited the Department's outreach efforts; it is apparent that many more persons are eligible for these benefits but are not receiving them.
Year-end status: The department is slightly below target.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of Food Stamp applications processed in under 30 days.	100%	100%	100%	100%	100%	100%

What: Reflects the timeliness for determined eligibility and the State requirement to process the applications in 30 days.

Why: This measures how long it takes participants to receive Food Stamps after they have requested assistance; it also measures the Department's compliance with State law.

How are we doing? Even though the Department implemented a hiring freeze in May 2002 and have endured the consequent staff shortages, we continue to process 100% of the applications (average of 314 per month—up 10% in two years) in under 30 days. This performance may be difficult to sustain in light of rising caseloads and reduced staffing.
Year-end status: The Department is on target.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Average Food Stamps cases per case manager.	90 cases	79 cases	86 cases	90 cases	94 cases	93 cases

What: This performance measure reflects the average workload for staff processing Food Stamp applications.

Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the community, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

How are we doing? The State standard is 90 per worker. Actual caseload number fluctuates due to both caseload trends and staff vacancies.
Year-end status: The department is above target, with each case manager handling four more cases than the state standard.

Department Goal: To improve the access to health care of children and adults who have inadequate or no health insurance.

Community wide Result Link: A Healthy Community.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Number, per thousand of population, of people receiving Medi-Cal.	91	99	107	100	112	110

What: This performance measure demonstrates the extent to which low-income persons in our community are afforded access to healthcare, in the context of the local economy.

Why: This is an important performance measure because it measures effectiveness of the Department's outreach services to low-income families that may not have access to health care.

How are we doing? Since FY 01-02 this measure has crept up incrementally. A combination of increased focus on health care, an economic recession and increased outreach efforts has resulted in this increase.
Year-end status: The department is above target.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of Medi-Cal applications processed within 30 days.	61%	57%	58%	59%	61%	63%

What: This performance measure reflects the relative speed with which the Department processes Medi-Cal benefits.

Why: The Department is committed to processing Medi-Cal applications as quickly as possible. While the State standard is to complete applications within 45 days, our Department has set 30 days as the target. We set our target to a higher standard than the State because we are committed to providing services in a timely manner.

How are we doing? In the context of a hiring freeze, we have dedicated limited staff resources to the "front end" of the system, and prioritize the processing of new applications over the maintenance of the continuing caseload. New State performance requirements may require the Department to reconsider this strategy; the continuing caseload must be maintained according to State standards, or the County may face financial penalties.
Year-end status: The department is above target by 2%.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Average Medi-Cal cases per case manager (reflects average of the intake and continuing caseloads).	184 cases	223 cases	257 cases	250 cases	278 cases	225 cases

What: Caseload size is a benchmark of efficiency and effectiveness.

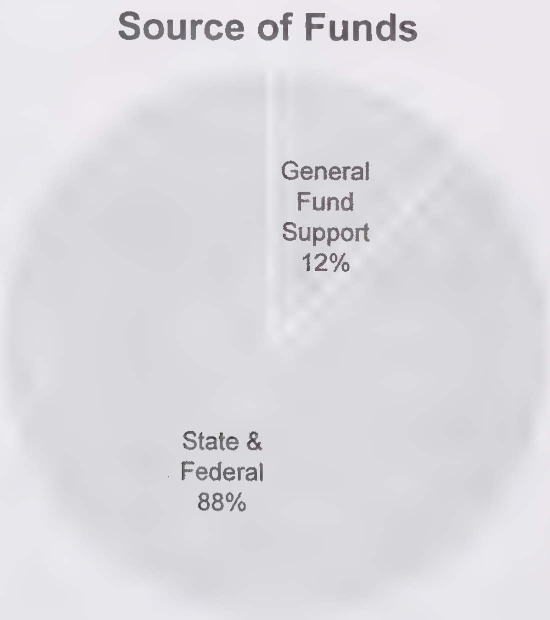
Why: The Department tries to strike a careful balance between efficiency and effectiveness; caseloads that are too high jeopardize the ability to serve the medically needy, while caseloads that are too low would demonstrate inefficient deployment of limited resources.

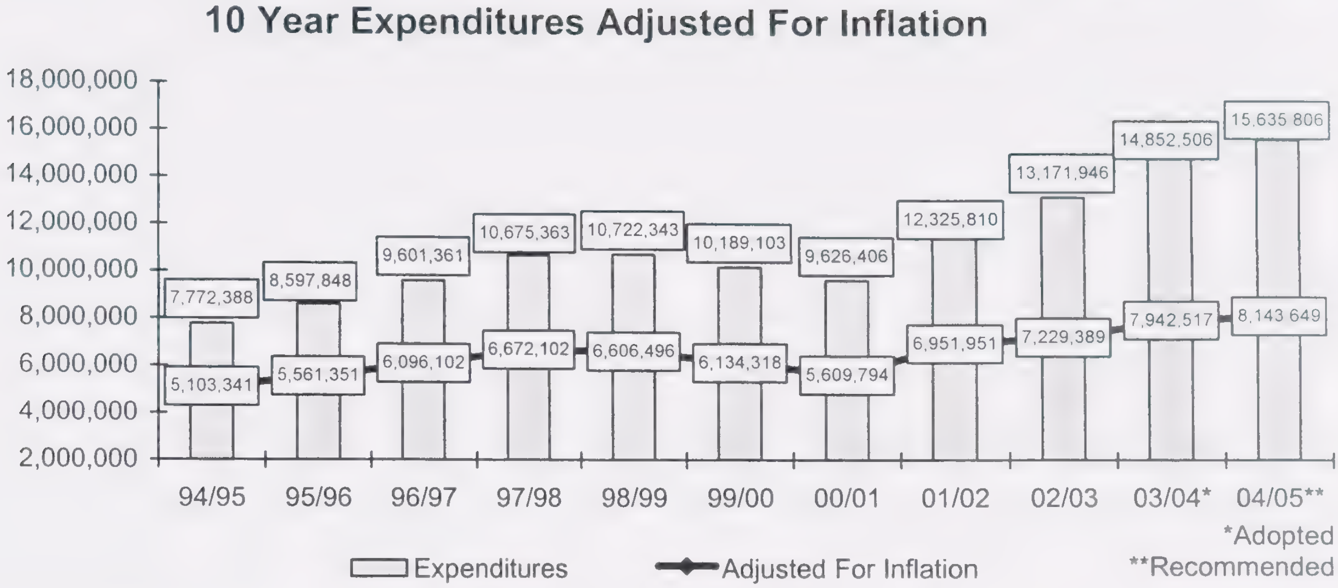
How are we doing? Caseload-per-worker numbers fluctuate due to both caseload trends and staff vacancies. This caseload saw unprecedented growth through FY 02-03, and was exacerbated by staff shortages and turnover. At the end of FY 2001-2002 we imposed a hiring freeze, creating ongoing staff shortages. The combination of the expanded caseload numbers and staff shortages has led to a very high number of cases per worker. In FY 03-04, the State set new rules and performance standards for Medi-Cal, and appropriated significant new dollars to counties to support those new rules. It is anticipated that the County will take full advantage of these funds in order to reduce caseload- per-worker, and to meet the new standards.
Year-end status: The actual results indicate an increase of 28 cases per case manager over the adopted target.

MISSION STATEMENT

We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	13,171,946	14,137,890	15,635,806	15,635,806	15,635,806
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 13,171,946	$ 14,137,890	$ 15,635,806	$ 15,635,806	$ 15,635,806
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 13,171,946	$ 14,137,890	$ 15,635,806	$ 15,635,806	$ 15,635,806
Revenues	12,124,195	12,708,956	13,951,446	13,713,997	13,713,997
General Fund Support (G.F.S.)	$ 1,047,751	$ 1,428,934	$ 1,684,360	$ 1,921,809	$ 1,921,809





SERVICE PROGRAMS

Foster Care-Social Services

To provide foster care for children who enter the foster care system through the Social Services Department. These dependent children are placed in foster care as a result of abuse or neglect.

Total Expenditures: $13,010,806 Total FTE: 0.0*

*Staffing is reflected in Budget Unit 3200 - Department of Social Services

Foster Care - Probation

To provide foster care for children who enter the foster care system through the Probation Department. Probation children are placed in foster care as a result of criminal charges.

Total Expenditures: $2,625,000 Total FTE: 0.0*

*Staffing is reflected in Budget Unit 3200 - Department of Social Services

DEPARTMENT COMMENTS

Foster Care (Social Services) is the system of shelter homes for children who are at risk of abuse or neglect and cannot remain in their own homes. Foster Care (Probation) provides similar shelter services for children who have been placed outside of their own home as a result of criminal charges, typically because the parent is unable to provide the necessary supervision to control the minor. The Adoption Assistance Program provides ongoing support to families who have adopted children. The Crisis Assistance and Lifeskill Management (CALM) and Wraparound Services Programs provide a comprehensive scope of services to families in order to avoid placement of one or more children in out-of-home care.

In preparing the budget for this unit, we established a single clear goal, to wit:

Goal #1: To reduce placement of children in group homes or institutions.

We provide services to reduce the need for placement of any kind through intensive in-home services and community links, but when removal of the child is absolutely unavoidable, it is our goal to place the child in the least restrictive setting. To that end, and in accordance with new Federal guidelines, we established a performance measure in the current year that sought to place children age 12 and younger in foster family homes at least 98% of the time. In fact, we have succeeded in meeting this target at a rate of 99%, and propose to continue that target into the budget year.

Foster Care expenditures are trending upward, due largely to increases in the numbers of children reported to the Department as potential victims of abuse or neglect. On a Statewide basis, 57.4 per 1,000 children are reported to Social Services Departments; in San Luis Obispo County, however, we receive reports alleging abuse on 97.7 per 1,000 children in our population. In 1998, the Department investigated 1,292 reports alleging abuse or neglect of children. In 2002—only four years later—the Department investigated 3,684 reports, nearly a three-fold increase. Even so, 127 fewer children were placed in foster care in 2002 than in 1998—a sure sign of the Department's commitment to keep children out of foster care.

At the same time, however, new Federal requirements mandate that we license relatives' homes in the same way that we license other foster family homes. These relatives have a foster care rate established for their home and are paid that monthly rate when they take care of their grandchildren, or nieces and nephews, or other children to whom they are related. These are low cost foster homes, but they are increasing the foster care caseload.

The Adoptions Assistance Program continues to increase in both caseload and cost. Current year expenditures in this program are estimated to be 2.7% higher than the previous year, though underspent at only 88.6% of the adopted amount. The requested amount represents a growth rate of 2% over the current year estimates and a 4.7% increase over the prior year actuals.

At all levels of government, there has been an increased focus on establishing "permanency" for children who, in the past, frequently languished in foster care. When the primary goal of reunifying children with their parents is not attainable, the second choice typically is adoption. An increase in adoptions—with the concomitant increase in Adoption Assistance—is seen as representing positive outcomes for children.

San Luis Obispo County has performed well ahead of the Statewide averages in the Adoptions area. Of children identified as "ready" for adoption, San Luis Obispo County is successful in completing adoption within 24 months for 60% of those children. On a Statewide basis, only 23.6% of children are adopted within that 24-month timeframe.

The Department continues on its mission to overhaul the Foster Care program. We are changing our approach to Foster Care, limiting the incidence of placement, the frequency of multiple placements and the length-of-stay. We have assumed the leadership role in California in our drive to reduce Group Home placements, a move that not only will save millions of taxpayers' funds in the short term, but also will help children and families for generations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support (GFS) for Foster Care has increased 162% ($1,189,808) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be attributed to an increasing caseload over the last three years. In FY 00-01 the Foster Care Intake caseload was 279, while in FY 03-04 the caseload is projected to be 354. The continuing caseloads have also been on the rise from 3,555 in FY 00-01 to 4,386 projected in FY 03-04. In FY 04-05 a caseload growth of 5% has been projected. In addition to an increase in caseload, other factors contributing to the increase in the GFS include an increased percentage of non-federally eligible children, an increased cost-per-placement for Probation placements and more accurate projections and assignment of realignment revenues.

Overall, the 5% expenditure increase is a result of increased caseloads projected to be 5% for Foster Care and 2% for Adoptions in FY 04-05. Intake and continuing Foster Care caseloads have grown from a monthly average of 319 in FY 00-01, to 350 in FY 01-02, to 358 in FY 02-03, to projected 392 in FY 03-04. The Department continues its efforts to return children from Group Home placements to foster family or, whenever possible, birth family placements. Adoption caseloads have increased from 4,138 in FY 01-02, to 4,409 in FY 02-03, to projected 4,646 in FY 03-04. At all levels of government, there has been an increased focus on establishing "permanency" for children who, in the past, have long languished in foster care. When the primary goal of reunifying children with their parents is not attainable, the second choice typically is adoption. An increase in adoptions—with the associated increase in Adoption Assistance expenditures—is seen as representing positive outcomes for children.

The Foster Care budget is financed with Federal, State, and local dollars. The County's local share is financed with realignment revenue ($3,533,951) and General Fund dollars ($1,921,809). The slight revenue decrease of 2% is the result of a reduction in projected realignment revenues based on prior and current year to date actual receipts.

The Governor's January Budget proposes unspecified changes to Foster Care, but very specifically excludes a Cost of Living Adjustment (COLA). The recommended budget does not include either reductions or increases attributable to potential statutory changes or a COLA.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To reduce placement of youth in group homes or institutions.

Communitywide Result Link: A Safe Community and A Livable Community

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of minors on probation who can remain safely in their homes due to successful intervention by the Probation Department.	New Measure	95%	96%	95%	95%	95%

What: This measure tracks the number of minors on probation that can remain safely in their homes, as opposed to costly group homes or institutions.

Why: This measure shows the success of our efforts relative to effectively intervening with youth on probation.

How are we doing? 37 of 740 minors or 5% on probation have been placed in foster care, while 95% of minors on probation have been able to remain safely in their homes due to successful intervention by the Probation Department.
Year-end status: Probation Department is on target.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of children who left foster care due to reunification, adoption or legal guardianship during the last 12 months.	No data	New Measure	77%	65%	85%	77%

What: This measure tracks the percentage of children who leave foster care under circumstances that imply a "positive outcome", as opposed to those who leave because they have "aged out" of the system.

Why: This measure demonstrates the extent of the Department's success at "early intervention" and permanence for children placed out-of-home. It is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

How are we doing? The Department continues to perform at positive levels. Reductions in staffing associated with the Department's hiring freeze could result in reductions in performance, as higher caseloads would not permit the same level of effective casework.
Year-end status: The actual results are 20% above target.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of DSS placements of children age 12 and younger in foster family homes, rather than group homes.	79%	78%	98%	98%	97%	99%

What: This performance measure tells us how we're doing in our goal of placing young children in the least restrictive environment possible.

Why: We strive to place children in relatives' homes and foster homes rather than group homes so that children may remain in family settings within their own neighborhoods and in attendance at the same schools. This measure is one of several new performance measures required by the Federal government pursuant to implementation of the Adoption and Safe Families Act (ASFA).

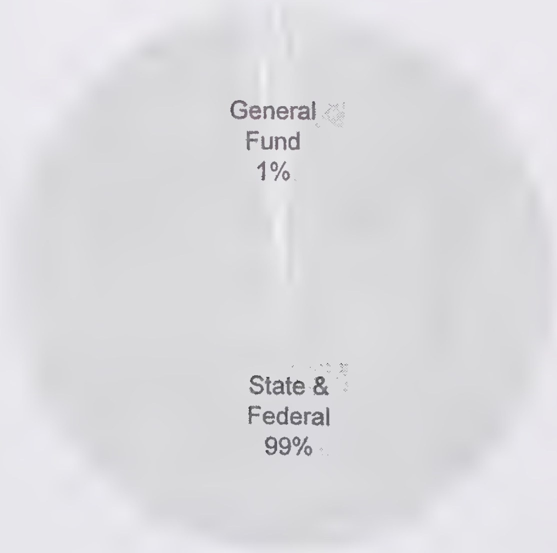
How are we doing? The Department has launched new initiatives to reduce the dependence on group homes, including the ongoing implementation of Family 2 Family (2002). This measure reflects our strong commitment to placing children in the lowest level care possible – the less institutional the better. Studies have shown that the more home-like the placement, the better the children do. The numbers reveal that the Department is doing well, despite the chronic difficulties in obtaining supportive services such as mental health counseling for seriously emotionally disturbed children.
Year-end status: The department is below target by 1%.

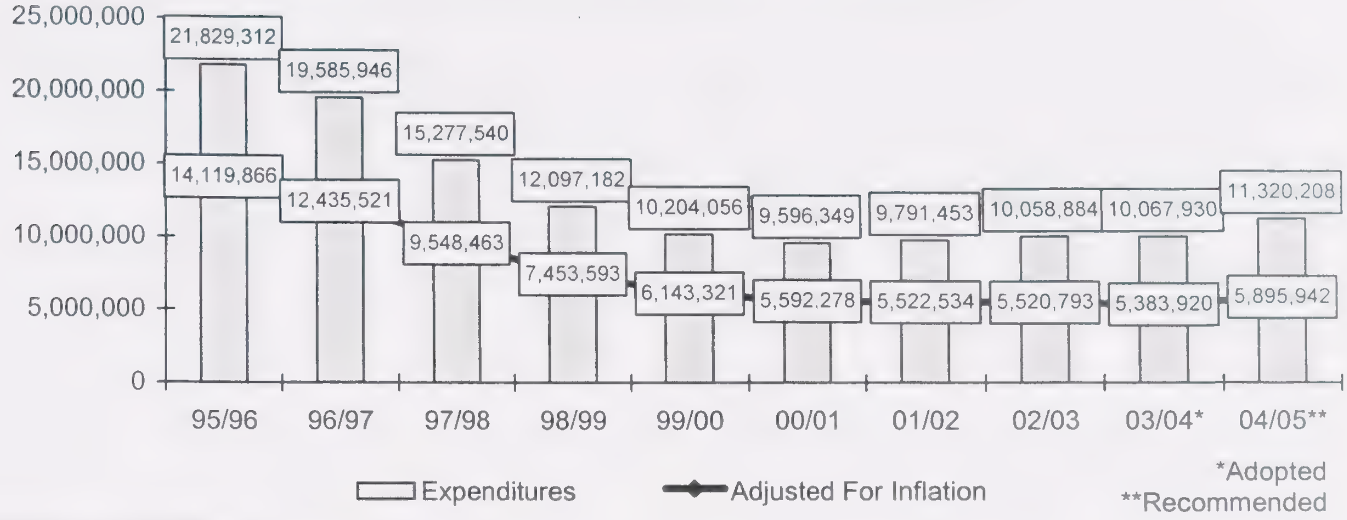
MISSION STATEMENT

We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	10,058,884	10,956,837	11,320,208	11,320,208	11,320,208
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 10,058,884	$ 10,956,837	$ 11,320,208	$ 11,320,208	$ 11,320,208
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 10,058,884	$ 10,956,837	$ 11,320,208	$ 11,320,208	$ 11,320,208
Revenues	9,837,117	10,746,824	11,164,563	11,164,563	11,164,563
General Fund Support (G.F.S.)	$ 221,767	$ 210,013	$ 155,645	$ 155,645	$ 155,645

Source of Funds





10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

CalWORKs

The purpose of CalWORKs is to provide temporary cash assistance to needy families and welfare-to-work employment training programs. Participants are required to participate in certain activities to work toward self-sufficiency and are required to work a certain number of hours.

Total Expenditures: $11,320,208 Total FTE: 0.0*
*Staffing reflected in Budget Unit 3200 - Social Services

DEPARTMENT COMMENTS

The Department's Goal for the CalWORKS program is to maximize the number of participants moving towards self-sufficiency. We measure our success in this area by reductions in cash assistance that are directly attributable to increased earnings by the participants, by the percentage of participants who actively participate in welfare-to-work services, by the percentage who enter employment and by the percentage of participants who remain independent of CalWORKS one year after leaving the program.

Last year, we predicted that "with diminishing resources, the Department will be challenged to continue its success in helping families achieve independence of public assistance." Unfortunately, this prediction has come true.

After several years of steady decline, the CalWORKS caseload showed that decline in the prior year and now is rising. During the first six months of FY 2003/04, the average monthly caseload was 4.1% higher than the monthly average of the prior fiscal year—and even 3.8% above the year before that.

This increase reflects the economic downturn and may also be linked to a reduction in employment services activities performed by Departmental staff, as the hiring freeze has impacted our ability to perform services at previous levels of achievement. Note for example the "welfare-to-work participation rate" of 12.15% in FY 01/02, and note that it fell to 8.34% in FY 02/03 and to 7.86% in the current year. With fewer financial and staff resources with which to work with families, fewer of those families achieve self-sufficiency.

In the budget year, we project a 3% increase in caseload.

In his January Budget, the Governor proposed significant changes to the CalWORKS program, including not only the suspension of statutory COLA's but also reductions in the grant amount. These reductions currently are the subject of a lawsuit filed against the State for both the current year and the budget year. The Governor also has proposed specific targeted reductions in grants to certain child-only cases. We have not incorporated any of these proposals into our calculations.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for CalWORKS has increased 8% ($155,645) compared to the Fiscal Year 2003-04 Estimated Actuals. In the FY 03-04 Adopted Budget there was no General Fund Support in this Budget Unit due to a trend of decreasing caseloads. The current budget's increase in General Fund Support can be attributed to an increasing caseload after several years of steady decline, which is reflective of the economic downturn. During the first six months of FY 03-04, the average monthly caseload was 4.1% higher than the monthly average of FY 02-03. In FY 04-05 a caseload growth of 3% has been projected.

CalWORKS funding for client services is unpredictable; contained in Budget Unit 3200, these funds provide for the schooling, training, therapy and other services that support a family's endeavors toward self-sufficiency, and are subject to the vagaries of the State. This budget, however, contains only the cash assistance received by the families. No Cost of Living Adjustment (COLA) has been proposed by the Governor or forecast in the budget projections.

The CalWORKS budget is financed with Federal, State and local dollars. The County's local share is financed with General Fund dollars ($155,645).

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To maximize the number of CalWORKs participants moving towards self-sufficiency.

Communitywide Result Link: A Prosperous Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of nonexempt CalWORKs participants actively participating in a Welfare-to-Work activity.	New Measure	New Measure	87%	83%	80%	80%

What: Of those adults in the CalWORKS program who are required to participate in a plan for self-sufficiency, some will be sanctioned for not cooperating. This measures the number of participants who are actively cooperating with the Department in achieving self-sufficiency, and excludes those who are exempt from participation due to factors that could include disability or the need of a parent to care for an infant.

Why: The greater the number of active participants, the greater the opportunity for the Department and those with whom we work to achieve successes in self-sufficiency. Those who are exempt need not participate; we measure our success in terms of how many of the non-exempt adults are engaged in a Welfare-to-work activity.

How are we doing? Performance has fallen in this measure. The reduction and elimination of contracts with community-based organizations and community colleges, combined with staffing reductions and increases in the CalWORKS caseload, have resulted in a troubling breach in this program's commitment to help its beneficiaries reach self-sufficiency.

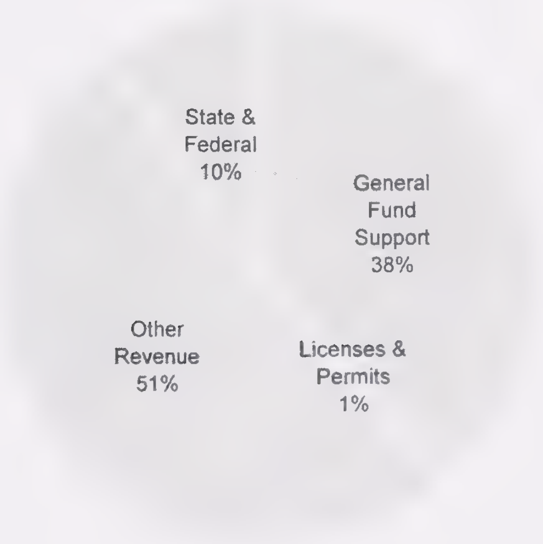
Year-end status: The department is below target by 3%.

MISSION STATEMENT

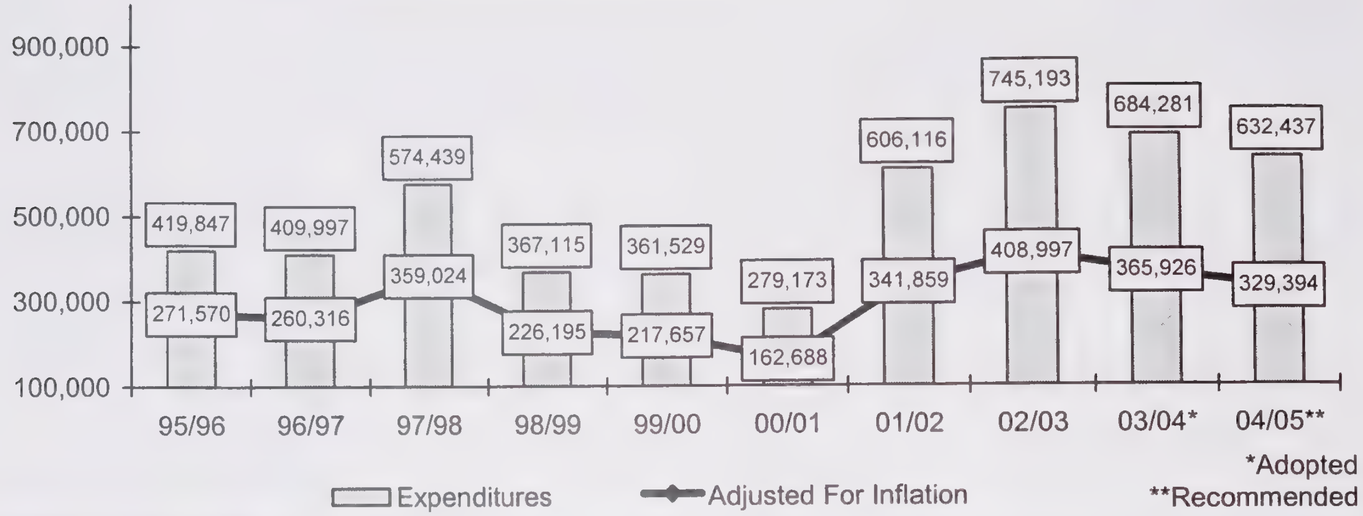
We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	154,500	150,000	0	0	0
Other Charges	590,693	559,116	632,437	632,437	632,437
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 745,193	$ 709,116	$ 632,437	$ 632,437	$ 632,437
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 745,193	$ 709,116	$ 632,437	$ 632,437	$ 632,437
Revenues	553,720	535,200	389,120	389,120	389,120
General Fund Support (G.F.S.)	$ 191,473	$ 173,916	$ 243,317	$ 243,317	$ 243,317

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

General Assistance Program

This program provides public assistance of last resort to indigent county residents. It is for persons who are otherwise ineligible for Federal, State or other community aid programs.

Total Expenditures: $ 632,437 Total FTE: 0.0*

*Staffing reflected in Budget Unit 3200 - Department of Social Services

DEPARTMENT COMMENTS

Goal #1: To provide food and shelter as the last "safety net" for those in need.

The General Assistance program provides assistance of "last resort" to county residents who are otherwise ineligible for federal, state or other community aid programs. The program also provides interim assistance to applicants for SSI/SSP and, when SSI/SSP is approved, the county is reimbursed for its interim expenditures on the applicants' behalf.

The Department aims to increase the percentage of General Assistance cases discontinued because of an improvement in the participant's economic circumstances. Following a steady increase in this measure, the current year's results reveal a decline and the budget year's target reflects a continuing decline.

This decline is due primarily to the economic downturn that has impacted the County. It also may be connected to a reduction in service resources that traditionally have been generated by the CalWORKS program.

The General Assistance average monthly caseload has grown by 12% over the prior year, and is up 13.4% over the previous year's average. This increase has been mitigated in part by reductions in the California Assistance Program for Immigrants, or "CAPI." The net result is an increase in estimated expenditures in the current year of 8.6% above the adopted amount. We have carried that level of growth into the budget year, in which we estimate expenditures at 9% above the current year's estimate.

The net effect is an increase in the payments to the County's indigent population.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for General Assistance has increased 128% ($137,000) compared to the Fiscal Year 2003-04 Adopted Budget. The significant increase in General Fund Support can be attributed to a 12% increase in caseloads over the prior year and an adjustment in revenue accounting for this Budget Unit. The revenue adjustment is a result of the General Assistance program not being eligible for Federal or State reimbursement, which had been budgeted in this Budget Unit's revenue in previous years. In FY 04-05 a caseload growth of 10% has been projected.

Overall expenses for General Assistance has decreased by 7% compared to the Fiscal Year 2002-03 Adopted Budget. The decrease is primarily due to the shift of $150,000 funding for the Homeless Shelter Coalition that provides critical emergency housing services. The General Fund support for this program is now being budgeted in the Planning Department budget.

The General Assistance budget also includes the expenditure and revenue line items ($64,000) for the California Assistance Program for Immigrants (CAPI).

The General Assistance budget is financed with State and local dollars, although the State funds are dedicated to the CAPI program.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To provide food and shelter as the last "safety net" for those in need.

Communitywide Result Link: A Healthy Community

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of General Assistance cases discontinued because of an improvement in economic circumstances.	40%	45%	48%	35%	42%	35%

What: This performance measure reflects the percentage of individuals receiving General Assistance whose financial circumstances have improved to the extent that they no longer receive General Assistance benefits.

Why: While individuals may leave the General Assistance program for various reasons, the reason that implies the most positive outcome is "an improvement in economic circumstances." This measures the extent to which persons formerly receiving General Assistance have in fact left the program for the most positive of reasons.

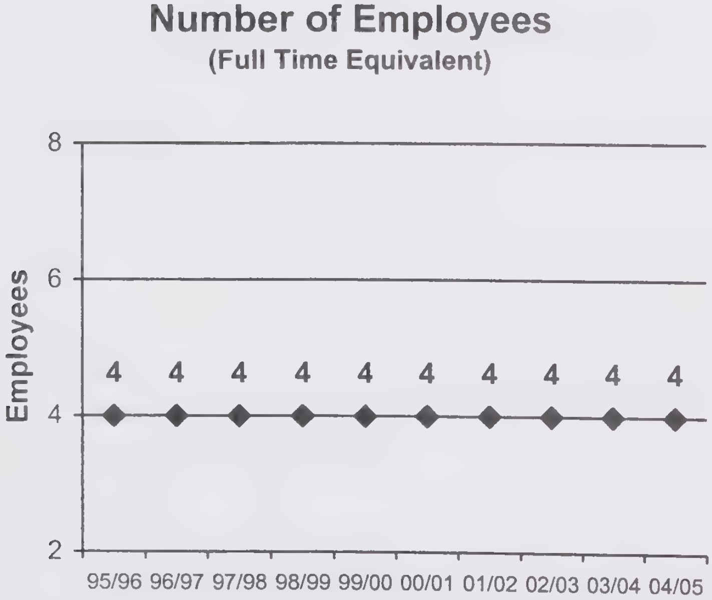
How are we doing? Though we expect to exceed the target in FY 03-04, we do not expect to match the performance of prior years. Staffing reductions, fluctuations in the local economy and our rising GA caseload (up 13% in two years) all affect this target.

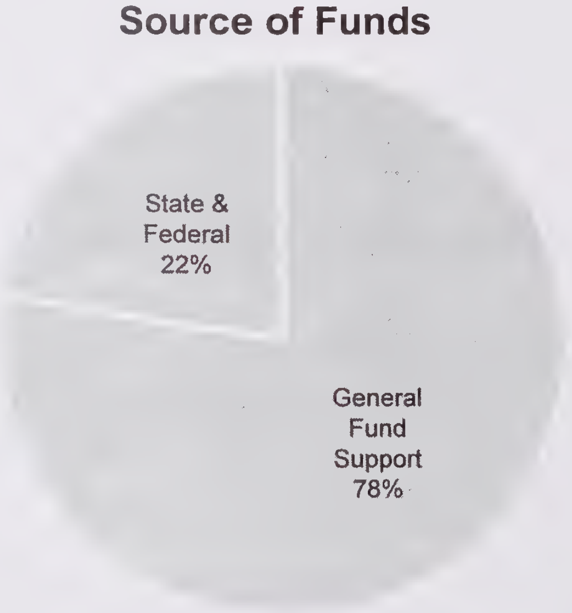
Year-end status: The actual results are up by 7%; indicating more than expected cases have been discontinued due to an improvement in economic circumstances.

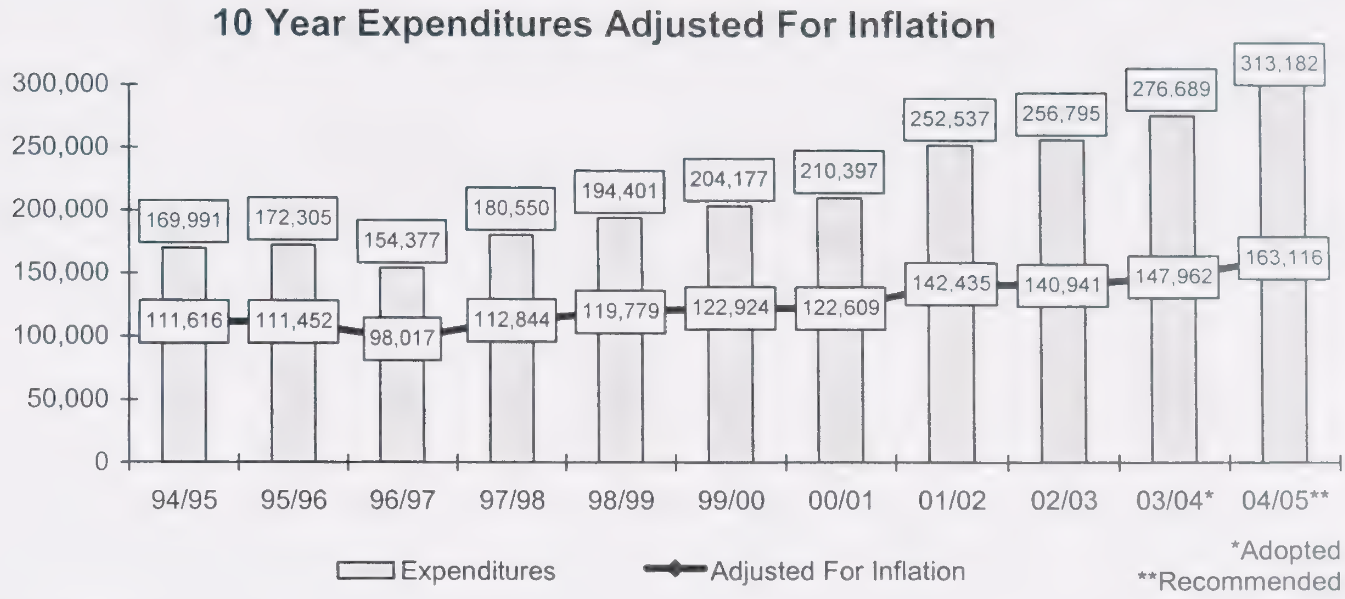
MISSION STATEMENT

To advocate for veterans, their dependents, and survivors by providing the latest information and services for them to receive monetary and medical entitlements.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 247,223	$ 268,168	$ 290,691	$ 290,691	$ 290,691
Services and Supplies	18,572	18,507	22,491	22,491	22,491
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 265,795	$ 286,675	$ 313,182	$ 313,182	$ 313,182
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 265,795	$ 286,675	$ 313,182	$ 313,182	$ 313,182
Revenues	75,670	65,061	60,000	70,000	70,000
General Fund Support (G.F.S.)	$ 190,125	$ 221,614	$ 253,182	$ 243,182	$ 243,182







SERVICE PROGRAMS

Claims Filing and Pension Income Maintenance

Screen applicants for potential benefits, complete forms, and collect documentation for potential claim filing, assist pension recipients in maintenance of income, and assist widows and children with entitlement claims.

Total Expenditures: $201,273 Total Staffing (FTE): 2.68

College Fee Waiver Certificate

Process tuition fee waivers for children of disabled veterans so they may enroll in California Community Colleges, California State Universities, or University of California facilities at no charge.

Total Expenditures: $17,107 Total Staffing (FTE): .12

Information and Referral

Provide information to veterans and their families on changing rules and conditions at governmental agencies including federal Department of Veterans Affairs, and Social Security Administration, local Department of Social Services, Public Guardian, Department of Health Services, and others.

Total Expenditures: $94,802 Total Staffing (FTE): 1.20

DEPARTMENT COMMENTS

The Department provides advocacy and assistance to the men and women who served in the nation's armed forces and to their dependents and survivors. This type of assistance, claim filing, documentation and claim maintenance for monetary and health benefits is essential in local, state or federal governments. The department advocates for these benefits by filling out and submitting the actual forms for benefits, and filing notices of disagreements and appeals if the benefits are not granted.

The Department Head and each Assistant Veterans Service Officer carry a full caseload of active claims enabling clients to obtain maximum benefits. The Administrative Assistant III is the only clerical support for the department; the position also coordinates the reports that are filed with the State Department of Veteran Affairs (CDVA). Additionally, the position assists veterans with their enrollment applications for VA healthcare.

There are approximately 26,000 veterans in San Luis Obispo County. While the veteran population is continuing to decline the number of veterans and their families seeking health and income benefits is increasing year-by-year, and will continue to do so for the foreseeable future. A small Department of Veterans Affairs "Community Based Outpatient Clinic" (CBOC) opened in San Luis Obispo a little more than three years ago; it is working at capacity level treating local veterans. The good news is that our office continues to submit approximately 60 new applications to the VA each month for this local health care. This means that once they are enrolled, the veterans in San Luis Obispo County are saving money on health services including prescription drugs.

Although we have seen an increase in aging and ill clients, the Veterans Service Office has reduced the staffing to a level of maintenance in the past few years, however there may a period in the near future when we may not be able to increase the numbers in our performance indicators due to inadequate staff size. These benefits for our veterans and their families totaled over $3.9 million for FY 03-04.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for Veterans Services includes a 12% or $26,493 increase in General Fund support. Staffing allocations remain the same, although for the past few years, a full time Assistant Veterans Services Officer II position has been filled less than full time by using a temporary help employee. The Personnel Department has determined that the use of temporary help to fill a permanent position is not in compliance with personnel policies, therefore, staff is recommending that the position be filled with a permanent employee.

Revenue is expected to increase $10,000 from the current year adopted amount to $70,000. State subvention funds are the major revenue sources for this budget unit and are calculated based upon the number of veterans' claims submitted. The projected increase in revenue is in anticipation of having an increase in claim submittals due to additional staff time to prepare and submit claims.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provides veterans, their dependents, and survivors with advice on monetary, healthcare, insurance, and other government benefits.

Community wide Result Link: A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of office/phone interviews.	15,200	14,019	13,319	14,000	13,760	13,500

What: The number of consultations conducted with new and current clients.

Why: Providing consultations and advice ensures maximum access to entitled benefits

How are we doing? The County's Veteran population is showing a slow decline, which is expected to continue into the future. Although the population is declining the Veterans Service Office has experienced an increase in processing time for each claim due to the increased complexity of each individual's medical condition and the time required to process theses claims at the State and Federal level.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customer satisfaction surveys which rated the services performed by the Veterans Services Department as "satisfied" or "very satisfied".	100%	100%	100%	100%	100%	100%

What: A satisfaction survey of randomly selected clients, designed to be comparable to other counties, is conducted once a year to evaluate client satisfaction level.

Why: Ensure high quality service and continually assess client needs.

How are we doing? The department consistently maintains a rating from clients of "satisfied" or "very satisfied".

Department Goal: Determine eligibility and file claims for monetary benefits (monthly disability, disability pension, death benefits) and healthcare benefits (medical, dental, vision, prosthetic devices) to ensure that eligible individuals receive the maximum benefit from entitled services.

Community wide Result Link: A healthy community. A well governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of claims for monetary and healthcare benefits filed within 5 working days.	90%	90%	90%	90%	90%	90%

What: This measure provides data on the timeliness of service delivery.

Why: Claims must be submitted within the calendar month to comply with VA regulations and ensure maximum coverage for benefits. The goal of 5 days reflects an average based upon the need to consolidate information and documentation prior to submission to the VA.

How are we doing? On average, Veterans Services files approximately 1,000 claims annually. The volume is expected to increase for the next several years due to the declining health of aging veterans, which challenges the staff of 3.5 to attempt to maintain our target for timeliness.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Dollar amount in cash benefits secured for new monetary claims filed (monthly disability, disability pension, death benefits).	$1,900,000	$2,484,037	$2,993,822	$2,400,000	$3,001,420	$3,000,000

What: The total cash received by clients as a result of the efforts of the department.

Why: This illustrates the desired outcome of ensuring that clients receive maximum entitled benefit.

How are we doing? The FY 03-04 projected results will significantly surpass our adopted target. As the complexity of the conditions that claims are being filed for increases, award levels have also continued to increase resulting in higher benefits. Also there has been an increase due to claim processing delays at the Federal level. These delays result in retroactive payments, accounting for additional dollars reported during the current period.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Net cost per local veteran for Veterans Services assistance.	New Measure	$9.50/per veteran	$10.05/per veteran	$9.80/per veteran	$11.16/per veteran	$11.30/per veteran

What: The County currently has 25,683 veterans. This measure shows the net cost per local veteran for Veterans Services assistance.

Why: This measure will establish data to compare ourselves to other counties.

How are we doing? The FY 04-05 target is projected to increase to $11.30 per veteran due to our declining veteran population at this time. In a survey of our benchmark counties, we compare favorably relative to this measure. The average for the benchmark counties for FY 02/03 was $11.90 per veteran; we were less than $10.05 per veteran during this same period.

Department Goal: Obtain free college tuition for eligible dependents of veterans (with service-related disabilities) by authorizing and processing College Fee Waivers with California Community Colleges, California State Universities, or University of California campuses.

Community wide Result Link: A prosperous community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of college fee waivers processed within 5 days.	90%	90%	90%	90%	98%	90%

What: Waivers processed within 5 days.

Why: Quality measure of timeliness and customer service.

How are we doing? Consistently meet the target of 90% filed within 5 days. For 2003-04, we expect to process 120 college fee waivers. This figure is projected to continue for 2004-05. Cal Poly has had a decrease in the number of first year students but there was an increase in the number of claims filed this year due to the VSO's efforts in making the Veterans aware of this benefit.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Dollar amount of college tuition saved by eligible dependents due to the College Fee Waiver Program (based upon state negotiated fees with colleges).	$166,261	$129,172	$185,890	$125,000	$242,516	$165,000

What: Money saved on tuition by eligible dependents.

Why: To maximize use of entitled benefits.

How are we doing? The State has increased reimbursement levels for tuition fees and we have also had more students applying for and receiving awards resulting in an increase in total award levels. Waivers have been filed for all eligible dependents.

MISSION STATEMENT

The Medical Services Department's mission is to improve the overall health status of the community and address the health problems of all residents of the community regardless of their ability to pay for these services, while seeking to contain the growth of health care costs. The Department, through the action of its Governing Board, is committed to continuing its century plus tradition of providing the highest level of quality health care services to the community of San Luis Obispo.

SCHEDULE 11

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Charges for Current Services				
Patient Charges	28,407,320	15,018,675	1,200,000	1,200,000
Support Blng to Gov Agencies	0	0	0	0
Deductions	(16,038,878)	(8,894,572)	0	0
Miscellaneous	953,142	1,069,292	0	0
TOTAL OPERATING REVENUES	13,321,584	7,193,395	1,200,000	1,200,000
NONOPERATING REVENUES				
Interest	5,504	3,134	0	0
Gain on Sale of Assets	(50,413)	(143,826)	0	0
Donations	0	0	0	0
CHIP/Proposition 90	180,650	214,776	0	0
Other Governmental Programs	1,253,473	0	0	0
TOTAL NONOPERATING REVENUES	1,389,214	74,084	0	0
TOTAL REVENUES	14,710,798	7,267,479	1,200,000	1,200,000
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	11,444,032	5,528,612	600,000	600,000
Services and Supplies	14,017,654	10,247,785	1,000,000	1,000,000
Depreciation	333,421	310,235	0	0
Countywide Overhead Allocation	838,524	921,480	0	0
Other Charges	634,805	681,245	0	0
TOTAL OPERATING EXPENSES	27,268,436	17,689,357	1,600,000	1,600,000
NONOPERATING EXPENSES				
Interest Expense	0	0	0	0
TOTAL NONOPERATING EXPENSES	0	0	0	0
TOTAL EXPENSES	27,268,436	17,689,357	1,600,000	1,600,000
NET INCOME (LOSS)	(12,557,638)	(10,421,878)	(400,000)	(400,000)
OTHER FINANCING SOURCES (USES):				
Accrual Line	0	0	0	0
	0	0	0	0
OTHER FINANCING SOURCES (USES):				
Beginning Balance	0	0	0	0
	0	0	0	0
OTHER FINANCING SOURCES (USES):				
Contributions In-General Fund	12,783,631	10,095,584	400,000	400,000
	12,783,631	10,095,584	400,000	400,000
NET INCOME (LOSS)	225,993	(326,294)	0	0
FIXED ASSET EXPENDITURES				
Equipment	9,179	30,000	0	0
TOTAL FIXED ASSET EXPENDITURES	9,179	30,000	0	0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit previously reflected expenses, revenues and required General Fund support for the County's outpatient primary care clinics and ancillary services (pharmacy, radiology and laboratory). With the exception of the clinical laboratory, these services will be provided by the Community Health Centers of the Central Coast (CHC) in FY 2004-05. Projected expenses and revenues for the clinical lab in FY 2004-05 can be found in the new budget unit 3045.

Budget unit 6000 will be retained for at least one year to reflect expenses and revenues from closure activities. A number of expenses and revenues related to the final months of providing these services and the impending closure may "hit" either the 2003-04 or the 2004-05 budget. For example, severance pay and vacation/sick leave payoff for employees who are laid off may be paid in either one of the fiscal years, depending on the exact date of the closure. Also, processing of our application for new Medi-Cal billing identifications numbers for the clinics and ancillaries (i.e. after closure of the hospital) was delayed by the state until just recently. We will now be able to bill and collect for all Medi-Cal services provided since the hospital closed but a portion of that revenue will not be received until FY 2004-05.

Funding for the grant to CHC to provide clinic and ancillary services is included in budget unit 3280 – Medical Assistance Program, along with other one-time expenses and final revenues (accounts receivable) from clinic and ancillary operations. Staff will segregate these expenses and revenues as they are incurred so that budget unit 6000 reflects closure costs, not any of the on-going costs associated with the CHC grant or the clinical laboratory.

Please note that the position allocation list still reflects staffing for the clinics as well as the pharmacy and radiology services. CHC is tentatively schedule to assume these operations on June 1, 2004 with layoffs effective on May 31, 2004. However, in the event that the transition period extends into the new fiscal year (i.e. if CHC experiences delays in processing of their required licenses), we will need existing staff positions to remain allocated into the new fiscal year. All clinical laboratory staff positions have been moved to the position allocation list for the newly created budget unit 3045.

BOARD ADOPTED CHANGES

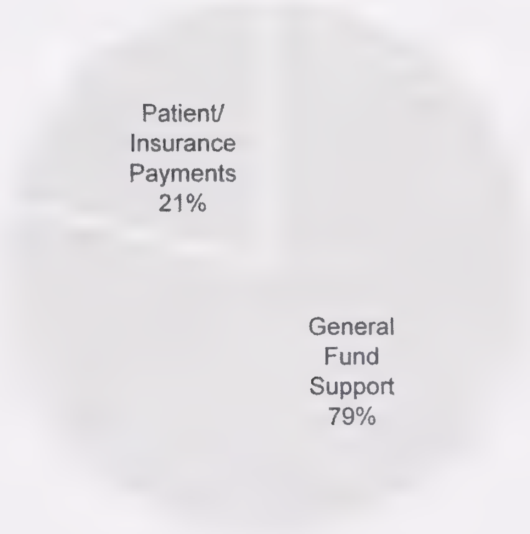
None.

PURPOSE

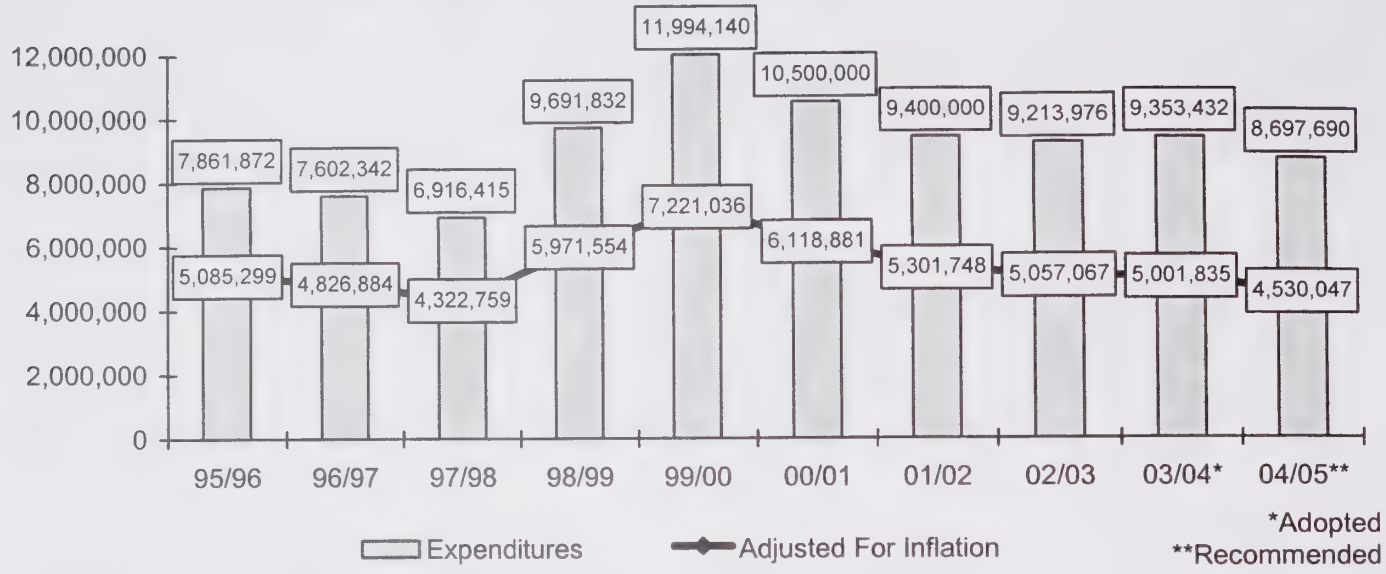
To provide funds to offset health care expenses which are not reimbursed by third party payors and for uncollectible charges to indigent patients.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	543,975	8,118,258	7,318,258	6,568,258
Other Charges	12,783,631	11,175,864	1,379,432	1,379,432	1,379,432
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 12,783,631	$ 11,719,839	$ 9,497,690	$ 8,697,690	$ 7,947,690
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 12,783,631	$ 11,719,839	$ 9,497,690	$ 8,697,690	$ 7,947,690
Revenues	0	0	1,873,090	1,843,090	1,843,090
General Fund Support (G.F.S.)	$ 12,783,631	$ 11,719,839	$ 7,624,600	$ 6,854,600	$ 6,104,600

Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit has historically reflected the General Fund contribution for the hospital, clinics and ancillaries services. The County closed General Hospital in June 2003 and, for FY 2003-04, this budget reflected the General Fund contribution for the clinics and ancillary services as well as the anticipated costs associated with paying private hospitals for inpatient services previously provided at General Hospital. Although the fiscal year is not over yet, it appears that actual cost of paying for services at the private hospitals will be $100-200,000 lower than expected.

The recommended budget for FY 2004-05 includes both start-up and ongoing grant funding for the Community Health Centers of the Central Coast (CHC) to provide expanded outpatient healthcare services throughout the county. The budget also contains funding for one-time costs associated with the closure of the clinics and ancillary services. This includes final payments to vendors and contractors (accounts payable) and severance pay plus sick leave/vacation payoff for employees who are laid off. If the layoff occurs in June 2003, the latter expenses could be incurred in FY 2003-04. If this is the case, this budget will be adjusted accordingly. The budget also includes final revenues (accounts receivable) associated with clinic and ancillary services.

Funding for payments to private hospitals who treat County Medical Services Program (CMSP) patients is recommended to continue at the current year level, which will allow for some increased utilization and rate increases (the County pays the private hospitals a rate equivalent to what those facilities are able to negotiate with Medi-Cal). Additionally, pursuant to the Board's March 16, 2004 direction, funds are included in this budget – and transferred to the CMSP budget – to increase reimbursement rates for physician specialists who treat CMSP patients. Reimbursement rates for these physicians currently mirror what Medi-Cal would pay but, beginning in FY 2004-05, will be increased to mirror Medicare rates.

BOARD ADOPTED CHANGES

The Supplemental Budget document recommended, and the Board of Supervisors approved, the following adjustments to the Medical Assistance Program's FY 04-05 budget:

- Decrease Budget Unit 3280's FY 04-05 appropriation by $750,000 and decrease the General Fund fund balance by $750,000 to reflect the fact that an equal amount of funds were advanced to Community Health Centers in June 2004 to pay for equipment purchases and other start-up costs.

PURPOSE

To provide care to – and collect evidence from – victims of sexual or other physical abuse.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 165,530	$ 165,530	$ 165,530
Services and Supplies	218,471	152,730	93,967	71,603	71,603
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 218,471	$ 152,730	$ 259,497	$ 237,133	$ 237,133
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 218,471	$ 152,730	$ 259,497	$ 237,133	$ 237,133
Revenues	0	0	3,000	3,000	3,000
General Fund Support (G.F.S.)	$ 218,471	$ 152,730	$ 256,497	$ 234,133	$ 234,133

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Suspected Abuse Response Team (SART) has increased 1% compared to the Fiscal Year 2003-04 Adopted Budget.

In previous years the SART program was operated as part of the Medical Services Department. The SART program will be operated under the Public Health Department in Fiscal Year 2004-05. The Public Health Department will absorb the countywide overhead costs associated with managing this program.

BOARD ADOPTED CHANGES

None.

Community Services

Wildlife and Grazing

Fish & Game

Airports

Library

Farm Advisor

Parks

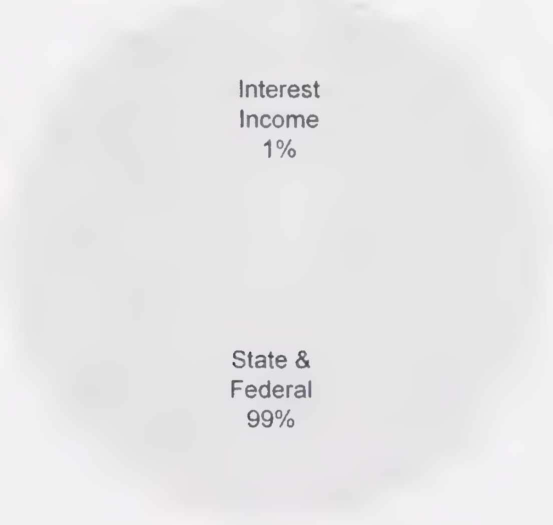
Golf Courses

PURPOSE

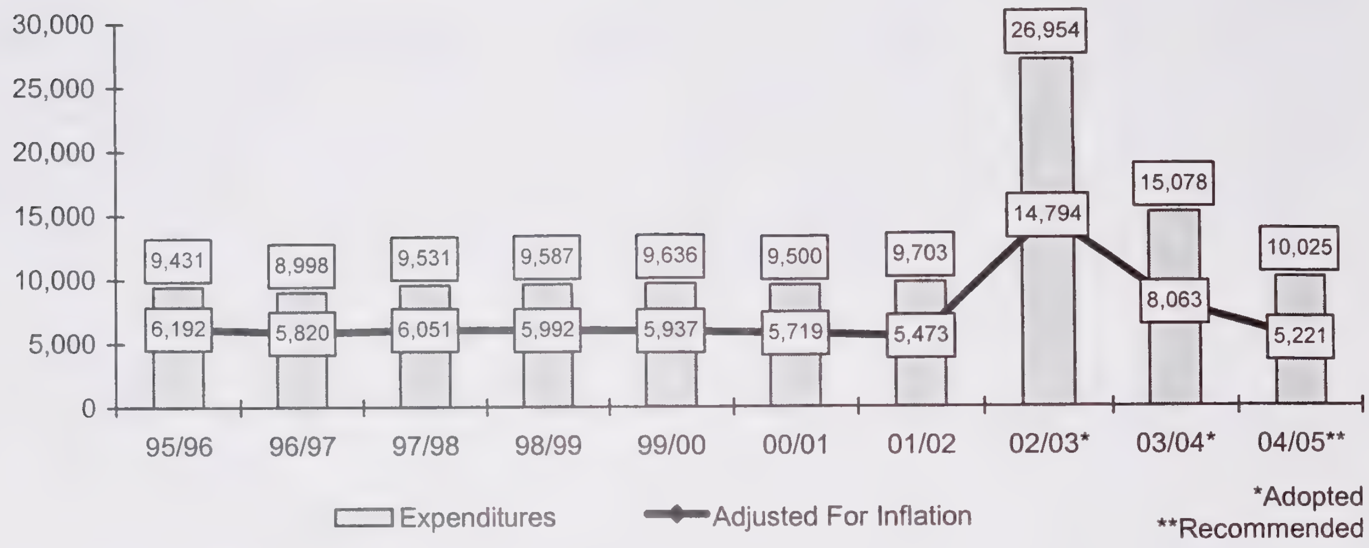
The Taylor Grazing Act of 1934 provides that 50 percent of the grazing fees on Bureau of Land Management (BLM) land outside of organized districts be returned to the State. The California Public Resources Code requires the State's share to be distributed to counties in proportion to the grazing fees received and specifies that funds shall be expended for range improvements and control of predators. The Public Resources Code also established a Grazing Advisory Board which is appointed by the Board of Supervisors and is required to meet at least once annually. This Advisory Board makes recommendations to the Board of Supervisors relating to plans or projects for range development and predator control.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	26,954	15,044	10,025	10,025	10,025
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 26,954	$ 15,044	$ 10,025	$ 10,025	$ 10,025
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 26,954	$ 15,044	$ 10,025	$ 10,025	$ 10,025
Revenues	$ 7,989	$ 3,477	$ 5,050	$ 5,050	$ 5,050
Fund Balance Available	1,290	4,702	0	0	(2,089)
Cancelled Reserves	6,818	4,776	4,975	4,975	7,064
Total Financing Sources	$ 16,097	$ 12,955	$ 10,025	$ 10,025	$ 10,025

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Predator Control

Provides funds to the U.S. Department of Agriculture for a portion of the salary and mileage costs of a trapper employed to control predators causing animal damage on private and public range land.

Total Expenditures: $10,025 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget is funded through payments made by livestock owners to the Bureau of Land Management (BLM) for animal grazing on Federal lands. Half of the grazing fees are returned to the State and distributed to counties, via their Wildlife and Grazing Boards, to be used for range improvement and predator control activities.

In addition to countywide overhead of $525, the recommended budget includes continued funding ($9,500) for a share of a federal trapper used for predator control activities.

Along with revenue of $5,000, cancellation of $4,975 from reserves will provide the funding for Wildlife and Grazing's portion of the federal trapper as well as countywide overhead charges in 2004/05. After cancellation of reserves, the Wildlife and Grazing budget will maintain a general reserve of $7,869 and designations of $2,236 to be used in future fiscal years for range improvements and predator control.

This budget recommendation was endorsed by the County's Wildlife and Grazing Board at their annual meeting on March 23, 2004.

BOARD ADOPTED CHANGES

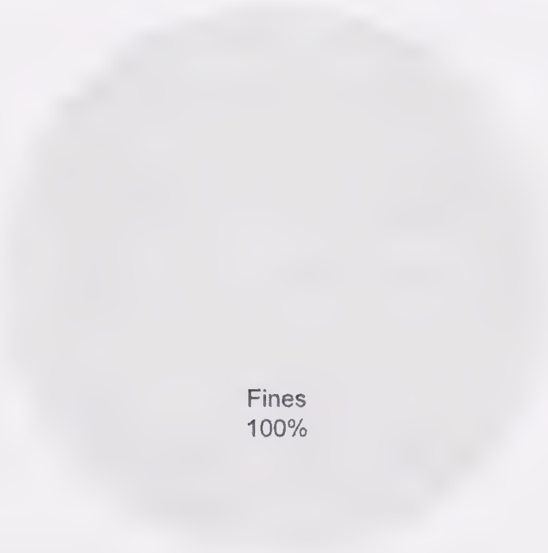
None.

PURPOSE

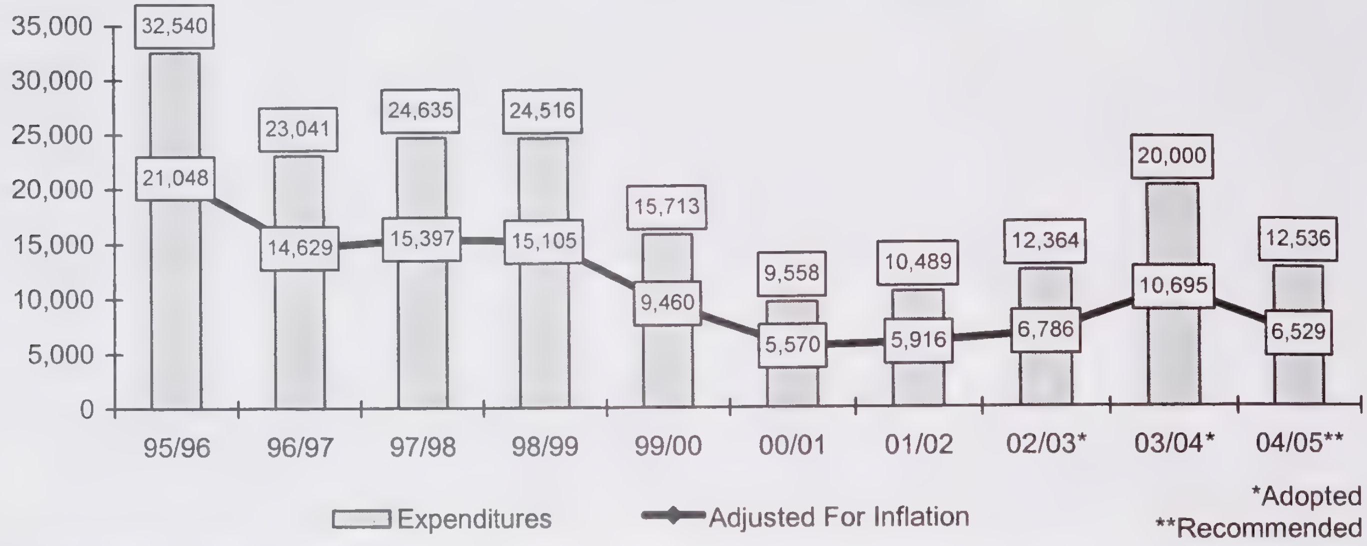
The State Fish and Game Code provides that 50 percent of fine monies collected for fish and game violations be returned to the County in which the offense was committed. These monies are to be expended for the protection, conservation and preservation of fish and wildlife. The Board of Supervisors appoints a County Fish and Game Fines Committee to make recommendations for the expenditure of fine monies, which may include public education, habitat improvement, research and recreation. The Fish and Game Fines are expended from a special revenue fund.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	12,364	12,843	12,536	12,536	12,536
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 12,364	$ 12,843	$ 12,536	$ 12,536	$ 12,536
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	21,136	808	0	0	10,678
Total Financing Requirements	$ 33,500	$ 13,651	$ 12,536	$ 12,536	$ 23,214
Revenues	$ 7,148	$ 14,411	$ 7,000	$ 7,000	$ 7,000
Fund Balance Available	24,497	4,784	889	889	11,567
Cancelled Reserves	6,639	6,024	4,647	4,647	4,647
Total Financing Sources	$ 38,284	$ 25,219	$ 12,536	$ 12,536	$ 23,214

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Education and Information

Provides for the development and/or distribution of films, motivational materials, awards, certificates, hunter safety, books, pamphlets, news items, fish and game regulation information and signs.

Total Expenditures: $3,134 Total FTE: 0.0

Field Equipment

Field biology equipment including but not limited to cameras, vehicles, scanners, scopes, traps, fencing, nets, thermometers, etc.

Total Expenditures: $3,134 Total FTE: 0.0

Habitat Improvement

Terrestrial: Forestry projects, control burns, spring development, chaparral management, native plantings, guzzler installation and maintenance. Aquatic: Artificial reefs, water level maintenance, stream improvements, barrier removal, and flow control.

Total Expenditures: $3,134 Total FTE: 0.0

Research

Fisheries and wildlife research, habitat reconnaissance, historical fisheries and wildlife surveys, and studies to support and maintain species.

Total Expenditures: $3,134 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

In response to decreased Fish and Game revenues received year to date, the FY 2004/05 budget's recommended funding provides $12,536 for projects and administrative activities, a decrease of $7,464 over FY 2003/04. The Fish and Game Fines Committee will return early in the new fiscal year with their FY 2004/05 project listing to obtain Board approval.

Fish and Game's revenue is derived from fines for fish and game violations. For 03/04, revenues were budgeted at $10,000 but are projected to be approximately $7,000. In order to preserve the sustainability of this fund for future fiscal years, staff is recommending a tightening of expenditures for projects. Recommended revenue of $7,000, together with cancelled reserves of $4,647 and projected fund balance available of $889, will provide the dollars to finance the operational budget of $12,536. At the recommended level of funding, the Fish and Game budget will maintain a general reserve of $33,354 and designations of $19,793.

BOARD ADOPTED CHANGES

None.

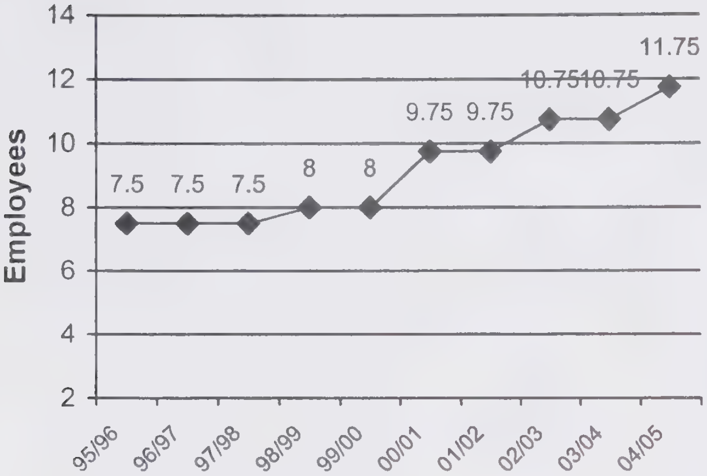
MISSION STATEMENT

To provide for the safe and efficient operation of the airport and deliver to the community aviation services through the total efforts of knowledgeable, conscientious, dedicated staff empowered by the public they serve.

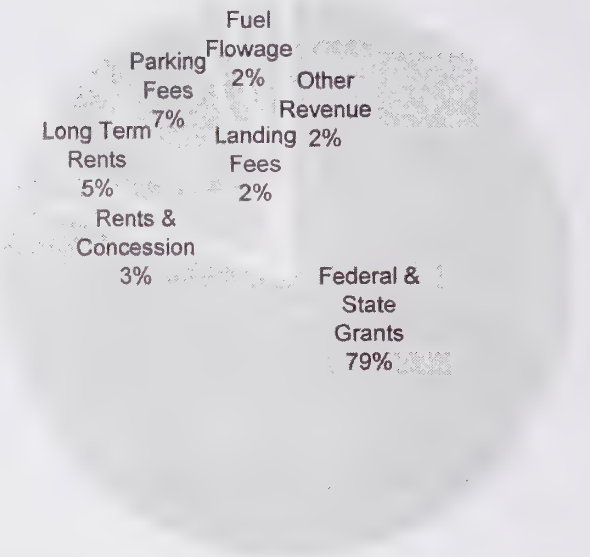
SCHEDULE 11

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Rents and Concessions	288,247	632,473	339,000	339,000
Rents - Long Term	501,845	647,513	614,926	614,926
Parking Fees	685,698	754,052	825,000	825,000
Landing Fees	218,617	239,154	260,000	260,000
Fuel Flowage	128,440	163,028	185,000	185,000
Other Revenues	598,469	362,510	195,412	195,412
TOTAL OPERATING REVENUES	2,421,316	2,798,730	2,419,338	2,419,338
NONOPERATING REVENUES				
Grants-Federal/State	3,710,284	1,118,565	9,546,705	9,546,705
Other	446,189	365,381	742,861	742,861
Interest	9,403	5,977	4,000	4,000
TOTAL NONOPERATING REVENUES	4,165,876	1,489,923	10,293,566	10,293,566
TOTAL REVENUES	6,587,192	4,288,653	12,712,904	12,712,904
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	698,794	805,323	924,222	924,222
Services and Supplies	1,598,364	1,466,171	1,477,394	1,477,394
Countywide Overhead	109,194	156,212	218,599	218,599
Taxes & Assessments	0	0	0	0
Depreciation	479,003	488,026	511,821	511,821
TOTAL OPERATING EXPENSES	2,885,355	2,915,732	3,132,036	3,132,036
NONOPERATING EXPENSES				
General Fund Loan Payment	56,693	139,306	230,000	230,000
Operating Transfers In/Out	0	175,000	0	0
TOTAL NONOPERATING EXPENSES	56,693	314,306	230,000	230,000
TOTAL EXPENSES	2,942,048	3,230,038	3,362,036	3,362,036
NET INCOME (LOSS)	3,645,144	1,058,615	9,350,868	9,350,868
FIXED ASSET EXPENDITURES				
Capital Projects	3,997,080	1,227,453	9,841,010	9,841,010
Fixed Assets	11,761	16,830	0	0
Land	0	39,156	0	0
TOTAL FIXED ASSET EXPENDITURES	4,008,841	1,283,439	9,841,010	9,841,010

Number of Employees
(Full Time Equivalent)



Source of Funds



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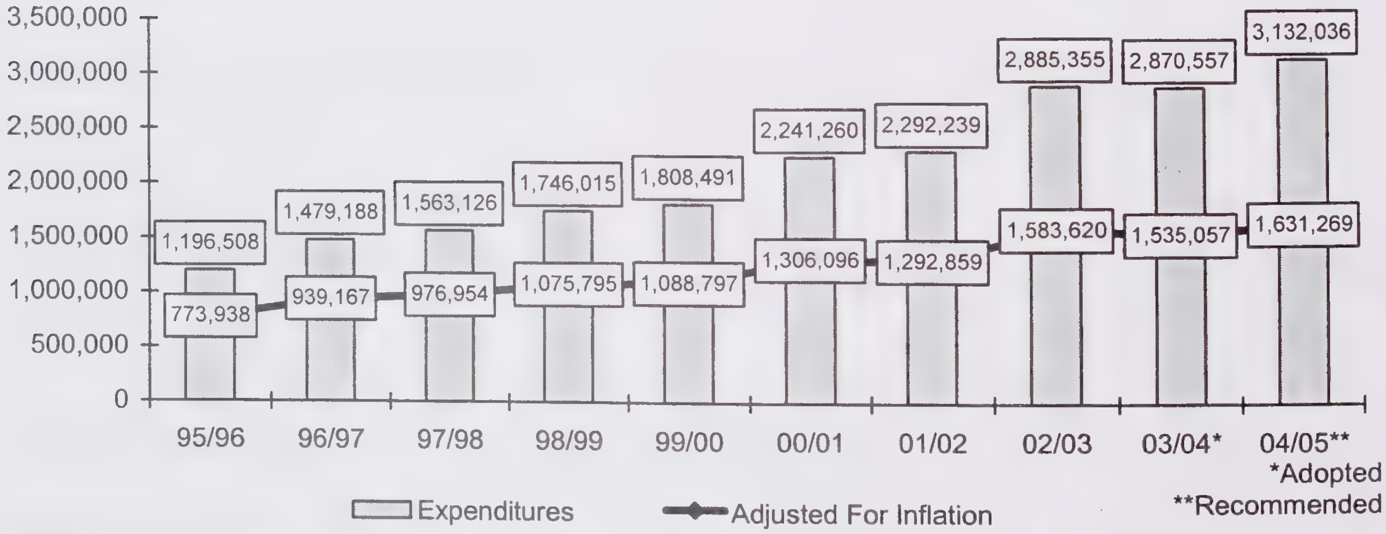
10 Year Operating Expenses Adjusted For Inflation



SERVICE PROGRAMS

San Luis Obispo and Oceano County Airport Operations

Present and implement policies and procedures to insure the safety of airport users and enhance customer service. These policies and procedures produce the framework to manage, administer, operate, maintain, and provide security for the San Luis Obispo and Oceano County Airports serving commercial airline, private and business aviation users.

Total Expenditures: $3,362,036 Total Staffing (FTE): 11.75

DEPARTMENT COMMENTS

The Department of General Services Airports continues to operate as an Enterprise Fund with no monetary requirement for a General Fund subsidy and maintains Board policy that allows the accumulation of designated reserves. It is recommended that all surplus reserves be specifically designated to provide the local matching share for FAA grants and other capital improvements. Airports is submitting its annual budget for fiscal year 2004/05 with an increase of one position, an Operations Supervisor (10 months). The new position represents a total cost of $64,495 for the 04/05 Budget.

The Airports Budget Proposal Form 11 indicates net income of $9,350,868 less fixed assets of $9,841,010 for a loss including depreciation of $490,142. Depreciation totals $511,821.

Salaries and Benefits accounts have increased by $146,726 due to the additional position noted above as well as increased workers compensation rates, liability insurance, and prevailing wages.

Service and Supplies accounts increased by $88,698 or 5% due to increased countywide overhead ($62k) CDF billings for fire support ($89k) offset by lower professional fees ($112k) (Bomar), Maintenance ($44k), and Property insurance ($39k).

Capital Projects included in the budget are noted below:

Land Acquisitions	$6,184,210
Replace Beacon Pole and Platform	59,800
Construct Taxiway L	350,000
Design New Terminal II	$2,500,000
Relocate Threshold 25	747,000
Total	$9,841,010

Plans for the runway extension are not finalized, but the airport has included the above costs in the 04/05 budget as it plans to request these funds from the FAA in the next Federal Fiscal Year (October 2004) Airport Capital Improvement Plan.

The following projects will carry over to FY 04/05:

	FY 03/04 % OF COMPLETION
Oceano Rehabilitate pavement	30%
ARFF/CDF Station	20%
SLO Relocate Runway 25 Threshold	95%

Revenue estimates continue to be conservative. 9000 series revenues increased $519,395 due primarily to increased PFC revenue ($438k) from FAA funded projects, along with increases in parking and landing fees related to fee increases. Factors that have and will continue to produce increased revenues are the airline and restaurant concession agreements, and the fees associated with usage and growth.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross Costs: $64,495 General Fund Support: $0	1.0 Airport Operations Supervisor	This position will help the Airport meet additional safety requirements. In the very near future, the Airport will be accepting planes that handle over 70 passengers. In doing so, the Airport will change from a category 4 to a category 3 airport. The security requirements increase dramatically per Federal regulations 49CFR. In summary, the additional safety requirements include fingerprinting, badging, and record keeping of all people accessing the secure areas of the airport. This is in addition to the heightened post 9/11 requirements, which include safety coordination with 30 TSA staff, Sheriff staff, private security staff, and Homeland Security demands. Lastly, this position will help provide around the clock security coverage as the Airport is operating virtually 24 hrs/day, 7 days/week.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Airport is an Enterprise Fund and does not receive any money from the General Fund. Enterprise Funds charge fees for their services. At first glance, it would appear that the Airport's budget is growing dramatically. However, the vast majority of the growth is due to one-time revenues from the Federal Aviation Administration (FAA) for one-time capital projects. The FAA is providing $9,292,150 in grants and aid for the acquisition of two parcels of land for an extension of the runway, construction of a new taxiway, design of a new terminal, and relocation of a runway threshold. The FAA is providing 95% of the funding for these projects while the remaining 5% is funded via Passenger Facility Charges.

Salaries and benefits expenditures are increasing $146,726 or 18%. Thirteen-percent is due to increases in worker's compensation, liability insurance, and prevailing wages. The remaining 5% increase is due to the recommended addition of an Airport Operations Supervisor as mentioned in the Budget Augmentation Request.

Operating revenues which are primarily attributed to rents & concessions, long-term rents, parking fees, landing fees, and fuel flowage are increasing $143,597 or 7% over FY 03-04 Adopted amounts. (Note that the FY 04-05 Schedule 11 form does not include the FY 03-04 Adopted amount. The FY 03-04 Adopted numbers are in the FY 03-04 budget).

Excluding one-time revenues, one-time capital project expenses, and depreciation expenses, the Airport is budgeted in FY 04-05 for a net income of $21,679.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage the San Luis Obispo and Oceano Airports in a manner that ensures the safety of the traveling public and complies with Federal, State, and local aviation and airport rules, regulations and advisories.

Communitywide Result Link: A safe community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage compliance with Federal Aviation Administration (FAA) regulations during daily facility inspections.	90%	100%	100%	100%	100%	100%

What: Daily inspections conducted by airport staff to ensure we meet federal requirements for airport operations.

Why: Maintain safe and secure operations; ensure compliance with Federal Aviation Regulations (FARs); and avoid revocation of operating certificate.

How are we doing? To date, the airport continues to have an outstanding record for safe and secure operations. Airport staff is required under FAR PART 139 to maintain continuous surveillance of airport facilities and conditions. It is required that sufficient, well-trained and qualified staff is available to carry out the inspection duties, including inspections immediately after an accident or incident.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage compliance with annual FAA inspections of appropriate safety and security measures.	96%	99%	99%	100%	99%	100%

What: Annual safety and security inspection of certified airports conducted by FAA staff.

Why: To ensure the safety of passengers and the public.

How are we doing? The airport has been very successful in meeting safety and security compliance to 100% standard. The most recent inspection indicated minor marking and signage issues that could be improved. Non-compliance issues are addressed through FAA "Letters of Correction". Corrections are addressed, remedied and reported back to the FAA.

Department Goal: To cost effectively operate and maintain County Airports to enhance the air transportation service experience of airport users.

Communitywide Result Link: A safe, livable and prosperous community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of employees per 10,000 annual enplanements (boarding passengers) and operations (take off or landing of aircraft).	New Measure	.65 Employees / Enplanement .65 Employees / Operations	.70 Employees / Enplanement .85 Employees / Operations	.75 Employees/ Enplanement .75 Employees/ Operations	.69 Employees/ Enplanement .98 Employees/ Operations	.76 Employees / Enplanement .83 Employees / Operations

What: Measures staffing in relationship to workload.

Why: This measure helps to show the public that the Airport Enterprise is efficiently staffed.

How are we doing? The Airport has been able to maintain service levels without additional headcount, as enplanements have been increasing. Employees per Operation relates more to services levels for general aviation. The adopted target assumed a higher level of operations.

Department Goal: Manage airport revenues / enplanements to keep ahead of costs / enplanements to generate reserves.

Communitywide Result Link: A livable and prosperous community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Total op revenue/enplanements Total op expense/enplanements	N/A	N/A	N/A	New Measure	$16.35 $15.11	$16.00 $15.30

What: Measures ratio of airport revenues per enplanements to airport expenses to enplanements.

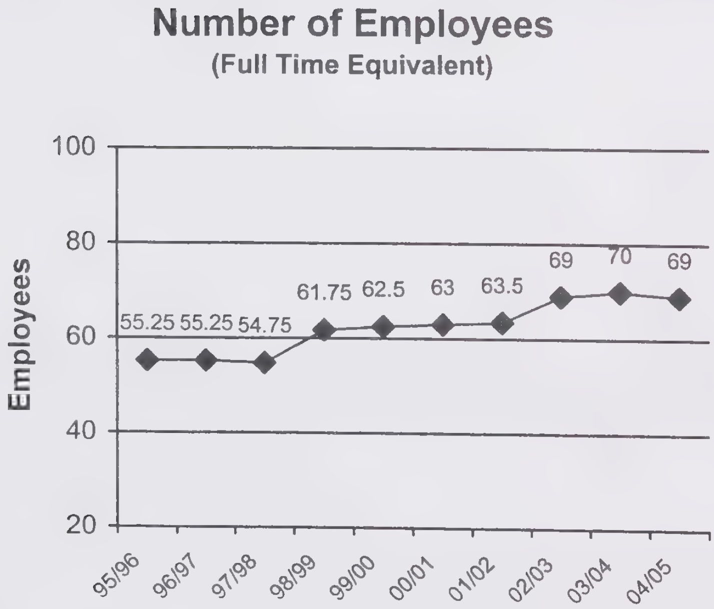
Why: It demonstrates, in measurable terms, enterprise fund ability to keep revenues ahead of costs.

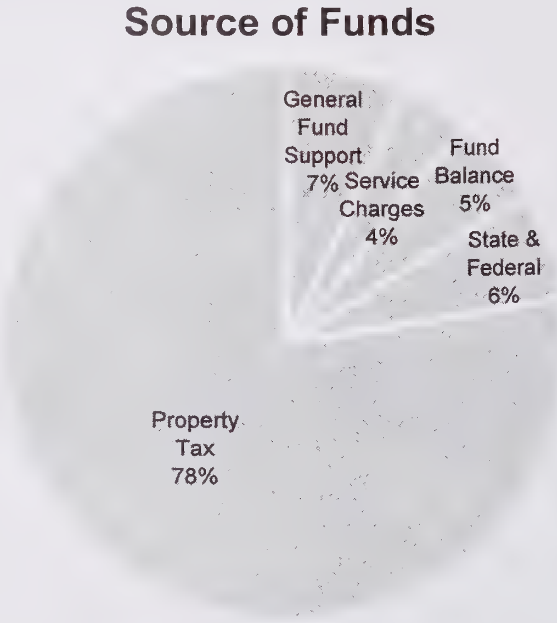
How are we doing? This was a new measure in 03-04. The 04-05 Target was set in November of 2003, prior to the addition of 2 new flights. 03-04 actual figures include the 2 new flights, resulting in operating revenue per enplanements of $16.35, and operating expenses per enplanements of $15.11. We anticipate the 04-05 actual figures will exceed 04-05 Target and be comparable to the 03-04 actual data.

MISSION STATEMENT

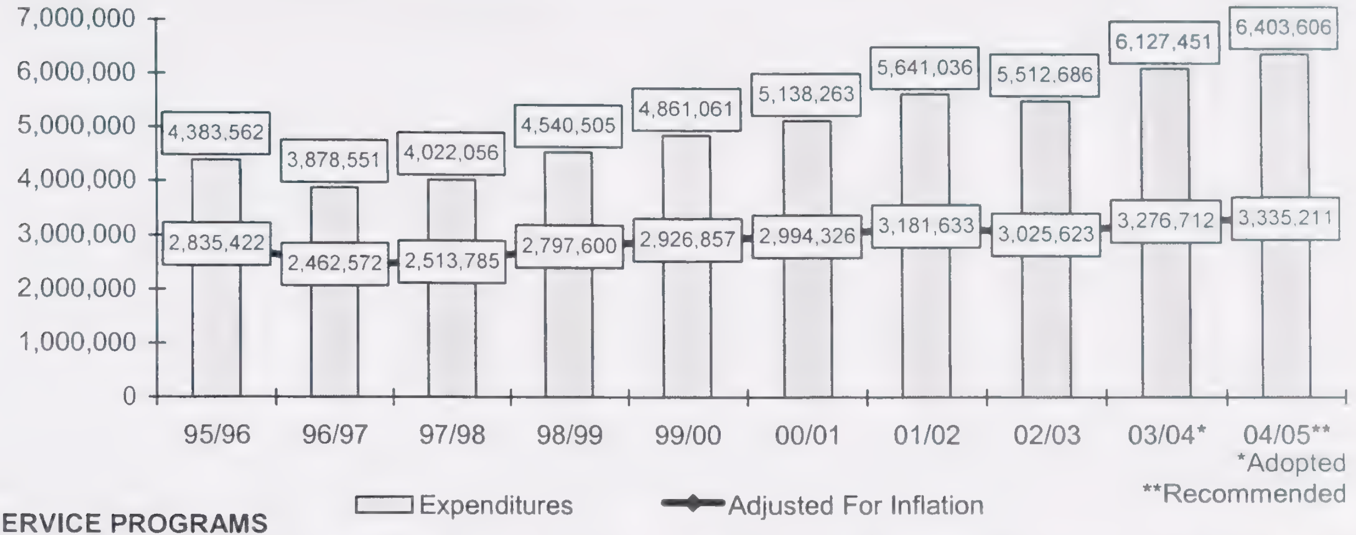
The mission of the San Luis Obispo City/County Library is to provide materials and services to people seeking knowledge, lifelong learning, and recreation.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 3,516,258	$ 4,056,987	$ 4,053,486	$ 4,085,009	$ 4,085,009
Services and Supplies	1,995,905	2,249,126	2,401,116	2,317,897	2,317,897
Other Charges	523	15,722	700	700	700
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 5,512,686	$ 6,321,835	$ 6,455,302	$ 6,403,606	$ 6,403,606
Contingencies	$ 0	$ 0	$ 110,000	$ 200,000	$ 201,056
New Reserves	191,833	0	0	0	0
Total Financing Requirements	$ 5,704,519	$ 6,321,835	$ 6,565,302	$ 6,603,606	$ 6,604,662
Revenues	$ 5,854,912	$ 5,985,244	$ 5,897,703	$ 5,936,007	$ 5,936,007
Fund Balance Available	859,067	994,607	317,599	317,599	318,655
Cancelled Reserves	650,000	0	350,000	350,000	350,000
Total Financing Sources	$ 7,363,979	$ 6,979,851	$ 6,565,302	$ 6,603,606	$ 6,604,662





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Library

Maintain and manage a countywide library system with strong regional libraries, coordinating with smaller branch libraries and a bookmobile, to provide books, materials, and services, to effectively and efficiently meet community needs. Design and implement customized library services to meet the needs of specific locales and groups including children, Spanish speakers, and off-site users.

Total Expenditures: $6,403,606 Total Staffing (FTE): 69

DEPARTMENT COMMENTS

The San Luis Obispo City-County Library has made much progress during the past year. For example, a successful public awareness campaign was conducted and more are planned. A new, larger Creston Branch Library was opened in July 2003 and there is a very active campaign underway to restore public library service to Oceano. Two voter surveys were conducted, verifying strong public support. A customer exit survey was also conducted, giving much-needed detail on customers' use of their branch libraries. The Library's Strategic Plan has been refined substantially, giving Administration and staff better management tools with which to provide more effective and efficient services.

There have also been several challenges. The State dramatically reduced library subventions (Public Library Fund and Vehicle License Fee reimbursements). The Governor's proposed Budget proposes more cuts to the Library's all-important property tax revenues. In order to balance the Library's Proposed Budget, major reductions in service to the public will be necessary.

Library supporters took an Ordinance to the Board of Supervisors that would place a Library funding measure before the voters in November 2004. Whether this funding measure becomes reality or not, Library services will be dramatically different in the coming fiscal year.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross Cost: $93,940	Add one Chief Librarian (Library Manager)	Streamline the Library's organization. Consolidate the Automation and Support Services divisions into one unit.
Net Cost: $1,209	Elimination of one Librarian III and one Department Automation Specialist I/II. Utilize the Information Technology Department for MicroComputer Technician support.	Summary of responsibilities include: Management of computer equipment and software, technology enhancements and strategic planning, maintenance of the Library's website, book mobile operations, acquisition, receipt and processing of library materials and interlibrary loans.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The 04-05 fiscal year will present challenges to the Library. Library operating revenues are increasing 3% while operating expenses are rising 4%. To balance the discrepancy, $150,000 of Library General Reserves is being utilized. The $150,000 is 30% of the Library's General Reserves ($328,000 remains). The General Fund contribution to the Library is increasing $13,175 or 3% which is equal to the Library Director's increase in total compensation. State law requires the Library Director's salary be paid by the County.

Total staffing costs are increasing 4% or $191,000. This is characterized by an 8% increase to permanent staffing costs and an 80%, or $128,000, reduction in temporary help expenditures. The increases to permanent staffing costs are due to increases in worker's compensation and liability costs as well as prevailing wages. The total number of permanent positions at the Library is being reduced from 70 to 69. The changes to permanent staffing include the elimination of a Department Automation Specialist and a Librarian III. A Chief Librarian (Library Manager) is being added to the department in order to manage automation and technical services. Also, one Administrative Assistant III position is being changed to a Supervising Library Assistant per the October 2003 reclassification window period.

The services and supplies expenses are proposed to increase 3% or $84,000. The increase is mainly attributable to $200,000 budgeted for four maintenance projects. The maintenance projects are funded with $200,000 from the Library's Facilities Planning Reserve. The $200,000 represents 20% of the total Facilities Planning Reserve as $834,000 remains in the reserve. Most all other service and supplies accounts are decreasing, including a $125,000 or 23% reduction to the books and materials account.

The proposed budget includes $200,000 of expenditure contingencies and $317,599 of fund balance as a revenue source. Due to the reduction of temporary help, it is anticipated that the Library will be reducing its open hours by 20% system wide.

BOARD ADOPTED CHANGES

The Board requested that Library branch open hours remain as is until the results of the Library tax election in November 2004 are known. As such, the Library will be using money from its contingencies to augment temporary help in order to maintain its current schedule of open hours.

GOALS AND PERFORMANCE MEASURES

Department Goal: Maximize public access to library facilities.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of hours per week the 14 Branch libraries and the Bookmobile are open to the public as compared to an ideal schedule of hours.	395 = 72.7%	397 = 73%	365 = 67%	399= 74.5%	365=67%	365 = 67%

What: As noted in the Library's staffing plan, the ideal weekly schedule of open hours is defined by the size of the library (square footage) and the population served: Using this criteria, five library levels have been defined. Ideal open hours for the largest Branches, levels 1&2, is 60; for level 3 is 54; for level 4 is 46; for level 5, 10 hours for Simmler and 20 for the other smallest libraries. The total ideal weekly schedule of open hours, systemwide, is 543.

Why: Ideal open hours ensure maximum utilization by community members.

How are we doing? The December 1998 County Voter Mail Survey, sponsored by the SLO Foundation for Public Libraries, indicated that the best way to improve local library service was to open libraries in evenings and weekends. Countywide community meetings held in 2002 and library voter surveys in 2003 and 2004 verified this data. The library has made little progress in this performance measure. Unfortunately, in May 2003, library hours in the larger Branches were reduced by approximately 10%. This was in response to impacts of State budget cuts. Successful passage of the library's funding initiative in November, 2004, will ensure that library hours systemwide will increase to better meet the ideal weekly schedule.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of items circulated per capita.	7.03	7.6	7.2	7.92	6.55	8.93

What: The average annual number of items circulated per resident for public libraries serving comparable populations is 7.5. Forty- five public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2003*).

Why: High circulation reflects success in meeting recreational reading and information needs of county residents.

How are we doing? Our circulation per capita dropped in comparison to similar public libraries throughout the nation. Library hours were reduced in May 2003 which accounts for some of the decrease. Additionally, the type of items counted for circulation was altered in 03/04 to provide a clearer picture of the reading needs of the county. Certain items, such as the browsing collections of mass market paperbacks are no longer counted which may have skewed the 03/04 results. The total number of books and library materials that circulated in the county in 03/04 was 1,486,287. As an efficiency measure, the library saved county residents from purchasing approximately $37,157,175 in books and library materials.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual expenditures per capita for library materials to include new and replacement copies.	$2.67	$2.42	$2.28	$2.35	$2.46	$1.77

What: The average annual expenditure per capita for library materials in libraries serving comparable populations is $3.94. Forty- five public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2003*).

Why: Adequate per capita spending is needed to keep a viable and current collection of library materials.

How are we doing? Expenditure per capita continues to be low compared to similar public libraries throughout the nation. Limited finances, coupled with increases in uncontrollable costs, continue to result in fewer dollars per capita being spent on books and materials. The anticipated reduction of 24% for 04/05 will place this Library in the bottom 15% of the forty-five benchmark public libraries surveyed. Our neighbor, Santa Cruz City-County Library expends significantly higher funds at $5.80 per capita. Successful passage of Measure L will increase expenditures per capita for library materials.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the science, technology and consumer health materials, systemwide, which are current.	New measure	27%	28.6%	65%	45%	40%

What: Consumer health and medicine, computer technology and software, and consumer law systemwide, should be current (Current is defined as published within the last 5 years.)

Why: These subjects are time critical and become obsolete quickly.

How are we doing In 2003, we revised the sample area to include computer technology and law. Computerized lists were prepared to identify outdated materials. Concentrated efforts to replace outdated materials with new titles have increased the currency from 02/03. The 03/04 actuals were less than targeted for that year but exceed the 04/05 target. Refinement of the weeding process in these critical areas will continue and a revised 04/05 target will reflect those actions.

Department Goal: Maintain the telecommunication infrastructure and equipment necessary to provide delivery of electronic resources and services to the public, both on-site and off-site, in an effective and efficient manner.

Communitywide Result Link: A livable community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of times the Library's homepage is accessed through the Internet.	New Measure	33,110	84,374	76,500	105,625	102,093

What: Electronic access to Library information is available through the Internet and can be accessed from home and business.

Why: Accessing Library information in an electronic format from home and business is convenient and can be done when library buildings are closed.

How are we doing? Library patrons can access the library's homepage from home and business. Usage of these offsite resources continues to surpass projections and we anticipate continued increases as this service is used and promoted.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Numbers of library patrons that access information from electronic versions of newspapers, magazines and other library purchased information resources.	New Measure	12,156	22,350	14,500	18,984	27,044

What: Electronic versions of newspapers, magazines and other information resources are available to the public both in the library and from home and business.

Why: Library funded subscriptions to electronic versions of magazines and newspapers increase the number of educational, cultural and recreational resources available to the public and make them available when the library is closed.

How are we doing? The Library currently subscribes to 700 magazines and newspapers in an electronic format, which are available through library and personal computers. Articles can be printed, down-loaded to a disk or e-mailed. Usage of this service is less than 02/03 actuals. Promoting these resources on the Library's website will be a priority in 04/05 in order to meet the projected target.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual expenditures per capita for total Library budget.	$21.87	$23.11	$24.30	$29.42	$27.86	$28.74

What: The average annual expenditure per capita for the total library budget in libraries serving comparable populations is $27.98. Forty- five public libraries serving a population of 200,000 to 250,000 across the nation were used for the statistical sample (*Public Library Data Service 2003*).

Why: Adequate funding is vital to providing excellent library service.

How are we doing? The actual results for 03/04 are in line with the average of public libraries surveyed. One of the libraries surveyed, our neighbor Santa Cruz City-County Library, was significantly higher at $53.32. Successful passage of the Library's funding measure in November 2004 will ensure dependable, sustained funding.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of community members that rate Library services in the county as good to excellent.	65.9%	75%	89%	80%	51%	93%

What: This measures the extent to which the public is satisfied with Library services.

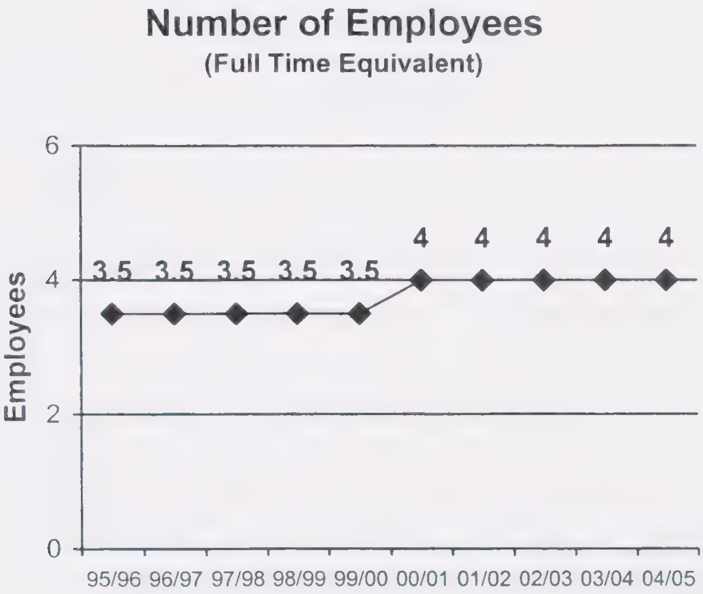
Why: Libraries provide access to information in a wide variety of formats that increase the educational, cultural and recreational opportunities in a community.

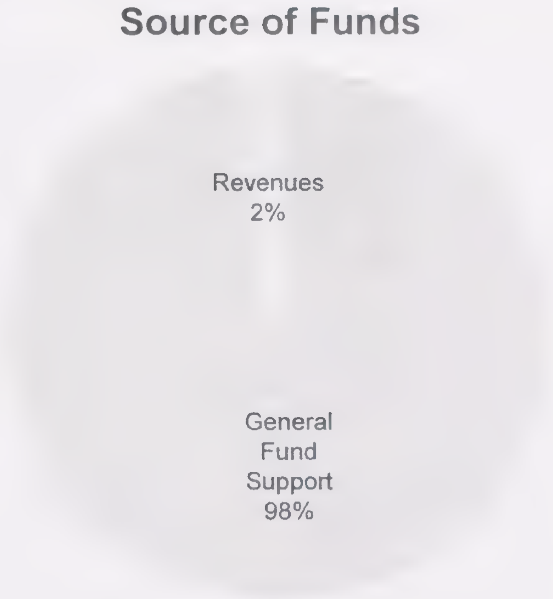
How are we doing? The 2001 Comprehensive Report Action for Healthy Communities indicated that 66% of the population surveyed rated library service in the county "very good" or "excellent". 2003 Action report indicated 51% of those surveyed rated Library service as "very good" or "excellent". The Library is working with Taylor and Associates to develop a customer satisfaction survey that will be reflected in the 05/06 performance measures.

MISSION STATEMENT

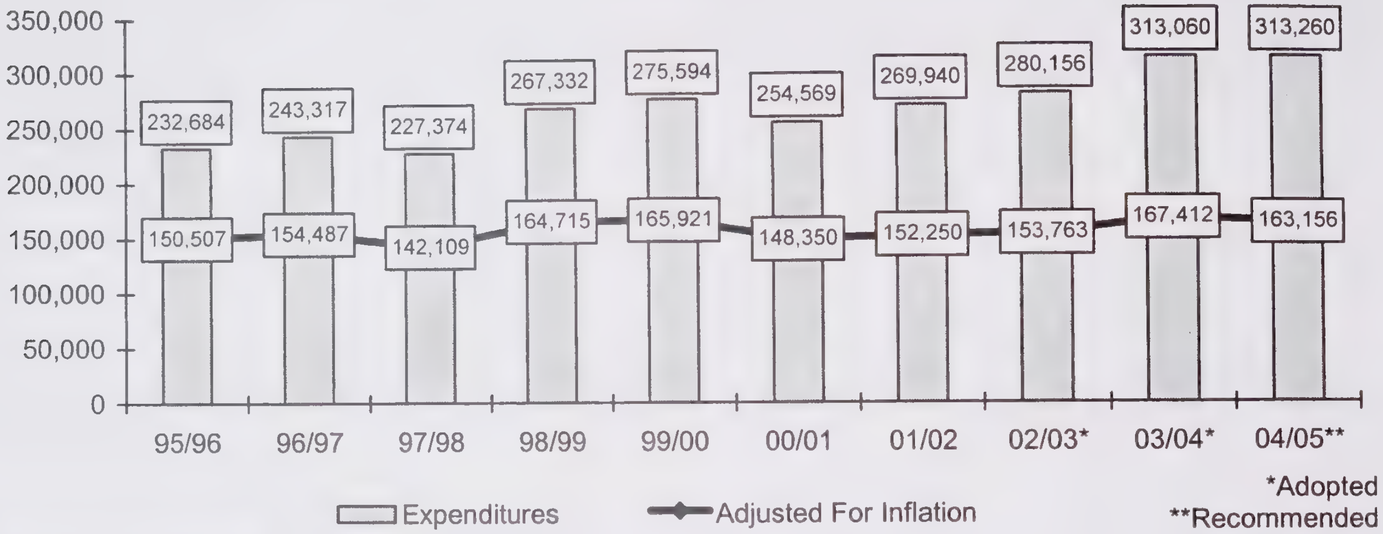
To serve San Luis Obispo County through the development, sharing, and application of knowledge in agricultural sustainability, natural resource conservation, and youth and family development.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 195,315	$ 229,256	$ 247,325	$ 229,545	$ 229,545
Services and Supplies	84,841	74,612	84,986	83,715	83,715
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 280,156	$ 303,868	$ 332,311	$ 313,260	$ 313,260
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 280,156	$ 303,868	$ 332,311	$ 313,260	$ 313,260
Revenues	6,061	6,244	6,200	6,200	6,200
General Fund Support (G.F.S.)	$ 274,095	$ 297,624	$ 326,111	$ 307,060	$ 307,060





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Natural Resources

The Natural Resources Service Program assists landowners, county and city planners, and agency personnel to: 1) understand and assess the importance and status of watersheds, wildlife habitat, and oak woodlands; and 2) assist them in developing and applying sustainable management practices based on research-based principles.

Total Expenditures: $88,643 Total FTE: 1.0

Agriculture

The Agriculture Service Program provides growers and related agricultural personnel with objective, research-based information and programming on sustainable crops, livestock, and range production, including the maintenance of natural resources.

Total Expenditures: $93,800 Total FTE: 1.0

Youth and Family

The Youth and Family Service Program provides objective, research-based information for individuals, families, and professionals to: 1) strengthen the capacities of families, communities, and organizations in contributing to the productive development of youth; and 2) strengthen the capacities of individuals and families to become self-sufficient through life skills development related to human health and nutrition, food safety, and money management.

Total Expenditures: $130,817 Total FTE: 2.0

DEPARTMENT COMMENTS

San Luis Obispo County leverages nearly six dollars for every dollar it spends to support the Farm Advisor/Cooperative Extension Department. In FY 2002-03, non-County sources provided $1,652,411 in support for Cooperative Extension's work in agricultural sustainability, natural resource conservation, and youth and family development in our County. During the same period, the County contributed $280,153 to Cooperative Extension. Non-County contributions are from the University of California, USDA, grants, and gifts. In addition to our ability to leverage County dollars with other dollars, we conservatively estimate a value of Cooperative Extension volunteer time to be $620,000. Our 468 trained volunteers contribute to the well-being and vitality of the County and its communities.

The Farm Advisor/Cooperative Extension supports four of the Communitywide Results:

Our **Natural Resource** programs contribute to ***A Livable Community*** through the conservation of oak woodlands and by decreasing non-point water pollution. Educational programs and applied research trials provide local growers and ranchers, as well as governmental and environmental agencies, practical information for conserving natural habitats and improving water quality. To date, owners and managers representing approximately 25% of rangeland and farm acreage in the County have completed one of our water quality short courses, and most have implemented practices to improve the water quality of their land. During FY 04-05, we plan to continue our research and education on Wildlife Habitat Conservation, expand our offerings of a Farm Water Quality Short Course, and continue our work in rangeland water quality, research and education on sudden oak death and oak woodlands conservation, forage trials, and the Master Gardener Program. Without adequate temporary field work staff, our educational and field trials in rangeland water quality, sudden oak death, oak woodlands conservation, and forage trials will decrease.

Our **Agriculture** programs contribute to ***A Prosperous Community*** by strengthening our agricultural industries. Educational programs and applied research trials provide our local growers and ranchers information needed to make sound management decisions regarding crop selection, irrigation, fertilization, animal health and feeding practices, and pest management. Currently, more than 90% of the participants in our educational programs indicate a useful and meaningful gain of knowledge to assist them in their agricultural enterprises. During FY 04-05, our work will continue to focus on the identification and new controls of the Vine Mealy Bug and other agricultural pests, conservation of water through irrigation trials, beef quality assurance, and evaluation of new agricultural crops. Without adequate temporary field staff, several of our research trials on pest control, fruit quality, and irrigation will not occur. This can create a serious risk to agricultural commodities if there is an outbreak of a harmful pest.

Our **Youth and Family programs** contribute to ***A Healthy Community*** through quality programs in nutrition, food safety, parenting, and positive youth development. With more than 1,500 members, San Luis Obispo County has one of the largest 4-H Club programs in California. An additional 2,000+ youth are served through our in-school nutrition and gardening program. We plan to continue our classroom youth nutrition, family nutrition and fitness programs, youth asset development collaborative efforts and the 4-H Club programs during FY 04-05. In addition, our nationally recognized Family Science Program, *SLO Scientists*, will be offered to County residents. Without adequate support for temporary and seasonal staff, our Youth Development Program will offer fewer programs for youth, and our in-school nutrition program will not meet the needs for the program throughout the County.

Wise fiscal management of the County funds provided to our department contributes to ***A Well Governed Community.*** During FY 02-03 we provided services to County residents at the cost of $0.23/agricultural acre as compared to $0.30/agricultural acre for benchmark counties.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Farm Advisor includes no percentage increase to the department's current General Fund support. In order to meet the requested General Fund Support budget, the Farm Advisor reduced their temporary help and services and supplies accounts. Although a reduction in temporary help funding will impact the department's many education programs, Farm Advisor staff will continue to strive to meet their performance measures within the resources available.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: To conserve our natural resources.

Communitywide Result Link: A livable community. A healthy community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of farmers/ranchers who participate in farm water quality planning courses that draft management plans which include non-point source water pollution reduction strategies and management goals for their agricultural operations	New Measure	29%	50%	23%	45%	50%

What: This educational measure is to assist owners and managers of agricultural land in managing difficult to pinpoint sources of water pollution, commonly referred to as non-point source water pollution.

Why: Reduction of non-point source water pollution is critical for the environment, especially the environment of streams/creeks and the ocean. Knowledge gain is a key factor in promoting positive behavior change to improve water quality on agriculture land.

How are we doing? During FY 03-04, 45% of participants in our water quality short courses successfully developed water quality plans for their farms and ranches. The time and effort it takes for growers and ranchers to draft plans often encompass more than a year. We believe the high percentage reflects the extent to which Cooperative Extension's water quality training and planning efforts have penetrated into the agricultural community.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of participants in workshops on habitat restoration and management practices that adopt practices detailed in the workshops.	New Measures	87%	N.A.	50%	88%	50%

What: Research has shown that environmental habitats can be restored and maintained through practices such as oak tree planting, use of nest-boxes, and riparian enhancement.

Why: The loss of habitat for wildlife is a biologically important and high visibility issue, which can be remedied.

How are we doing? Two Habitat Workshops were held in the late spring of 2003 (May and June). Considering the costs and time necessary to implement habitat restoration efforts, it was surprising that 88% of workshop participants implemented recommended restoration practices during FY 03-04. More than 50% of participants implementing restoration practices are highly ambitious and probably not sustainable over time.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Number of households that receive information on sustainable gardening.	950 phone consultations	977 phone consultations	877 phone consultations	1000 phone consultations	1164 phone consultations	1000

What: This educational measure explains our efforts to reach "backyard gardeners" with objective and useful environmental sensitive information on backyard irrigation, fertilization, composting, and pest management.

Why: "Backyard gardeners" use large amounts of pesticides, nitrogen and phosphorous and other cultural practices that are not monitored for environmental safety.

How are we doing? Trained and certified Master Gardeners provided 1164 San Luis Obispo County residents accurate and needed home gardening information during FY 03-04. They also logged 5000 volunteer hours during the 2003-04 FY. The number of calls this year was an increase of over 30% from FY 02-03. We believe the increase was due to several factors, including the new office in Arroyo Grande, the Sudden Oak Death Blight issue, and additional volunteers.

Department Goal: To strengthen our agricultural industries.

Communitywide Result Link: A prosperous community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of participants that report a gain of meaningful and useful knowledge as a result of participation in short courses, workshops, and field days.	New measure	100%	97%	95%	99%	95%

What: This measure will tell us how many participants in our agricultural sustainability and profitability programs gained useful and meaningful information.

Why: Knowledge gain is a key factor in promoting positive change in behavior for agricultural practices.

How are we doing? Program ratings during FY 03-04 indicate 99% of participants reported a useful/meaningful knowledge gain by attending our workshops. We hope to reach another extremely high target of 95% in the 04-05 fiscal year.

Department Goal: To help youth and families grow strong.

Communitywide Result Link: A healthy community

. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of participants in Cooperative Extension workshops that report a useful gain of knowledge as a result of information presented.	New Measure	100%	97%	85%	97%	85%

What: This measure tells us how many participants gained useful and meaningful information from our workshops. Our workshops focus on the areas of quality parenting skills, youth development issues, food safety practices, and wise nutritional choices.

Why: Knowledge gain is a key factor for positive behavior change regarding parenting, youth development, food safety, or nutrition.

How are we doing? Pre/post tests and evaluations conducted for our programs on nutrition, food safety, youth development, and parenting indicated a useful knowledge gain by 97% of our participants during FY 03-04. We feel that our high quality educational programs can meet an 85% knowledge gain level during the 04-05 fiscal year.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of program participants that report a change in positive behavior as a result of their participation in an educational program.	New Measure	89%	86%	75%	88%	80%

What: This measure will tell us how many people made a positive behavioral change as a result of participation in our educational programs on parenting, positive youth development, food safety or nutrition.

Why: Positive behavior changes in parenting practices, youth development, food safety practices, or wise nutritional choices contribute to a healthy community.

How are we doing? During FY 03-04, in four to six month follow-up surveys, 88% of participants indicated a positive behavior change based on information presented in our programs. This high percentage was surprising since bringing about behavior change is much more difficult than simply providing meaningful and useful information. Targeting 80% of participants for behavior change during FY 04-05 is ambitious, but hopefully attainable due to the high quality of our educational programming.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of first year of 4-H Club members that re-enroll for a second year of 4-H membership.	New Measure	77%	74%	80%	70%	80%

What: This measure tracks the number of first year 4-H club members that enroll for a second year in the program.

Why: Re-enrollment of 4-H members is an indicator of the quality of the program for members and their parents/guardians.

How are we doing? During FY 03-04, 70% of first year 4-H members re-enrolled in the 4-H Program. A target of 80% re-enrollment for first year members during FY 04-05 is an ambitious target, but given the high quality of our Youth Development Program, we believe the 80% is attainable.

Department Goal: To cost-effectively manage the Farm Advisor Department.

Communitywide Result Link: A well-governed community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
San Luis Obispo County fiscal contributions to the Farm Advisor budget based on agricultural acreage as compared to the six county-utilized benchmark counties.	$0.20/ag acre for San Luis Obispo County compared to $0.30/ag acre for benchmark counties	$0.20/ag acre for San Luis Obispo County compared to $0.34/ag acre for benchmark counties	$0.23/ag acre for San Luis Obispo County compared to $0.30/ag acre for benchmark counties	$0.27/ag acre for San Luis Obispo County compared to $0.35/ag acre for benchmark counties	$0.25/ag acre for San Luis Obispo County compared to $0.31/ag acre for benchmark counties	$0.25/ag acre for San Luis Obispo County compared to $0.30/ag acre for benchmark counties

What: This measure indicates the County's cost/ag acre for the Farm Advisor Department. There are 1.2 million ag acres in the County.

Why: San Luis Obispo County receives similar Farm Advisor services at a lower cost per ag acre than the county-utilized benchmark counties.

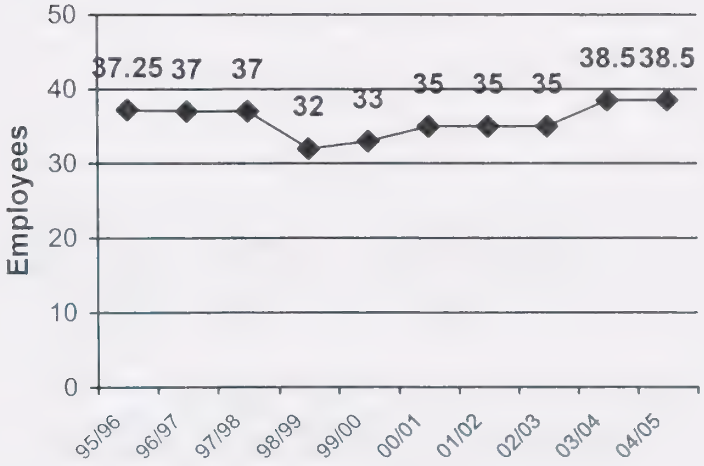
How are we doing? During FY 03-04 San Luis Obispo County fiscal contribution to the Farm Advisor Department was $.06/ag acre less than the average contribution for the benchmark counties.

MISSION STATEMENT

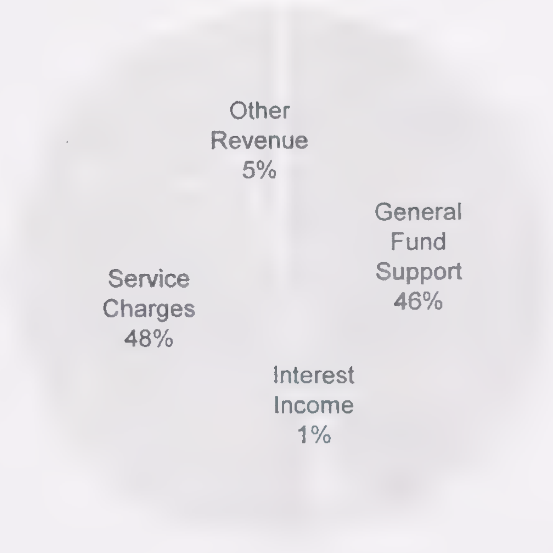
The San Luis Obispo County Parks Division ensures diversified opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 2,786,218	$ 2,969,278	$ 3,313,736	$ 3,304,596	$ 3,304,596
Services and Supplies	1,806,452	1,834,571	2,085,245	2,085,245	2,085,245
Other Charges	238,396	683,219	20,000	420,000	420,000
Fixed Assets	22,894	220,878	0	0	0
Gross Expenditures	$ 4,853,960	$ 5,707,946	$ 5,418,981	$ 5,809,841	$ 5,809,841
Contingencies	$ 0	$ 0	$ 211,641	$ 220,781	$ 112,878
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 4,853,960	$ 5,707,946	$ 5,630,622	$ 6,030,622	$ 5,922,719
Revenues	$ 5,148,392	$ 5,698,226	$ 5,152,481	$ 5,552,481	$ 5,552,481
Fund Balance Available	49,121	362,885	478,141	478,141	370,238
Cancelled Reserves	139,879	0	0	0	0
Total Financing Sources	$ 5,337,392	$ 6,061,111	$ 5,630,622	$ 6,030,622	$ 5,922,719

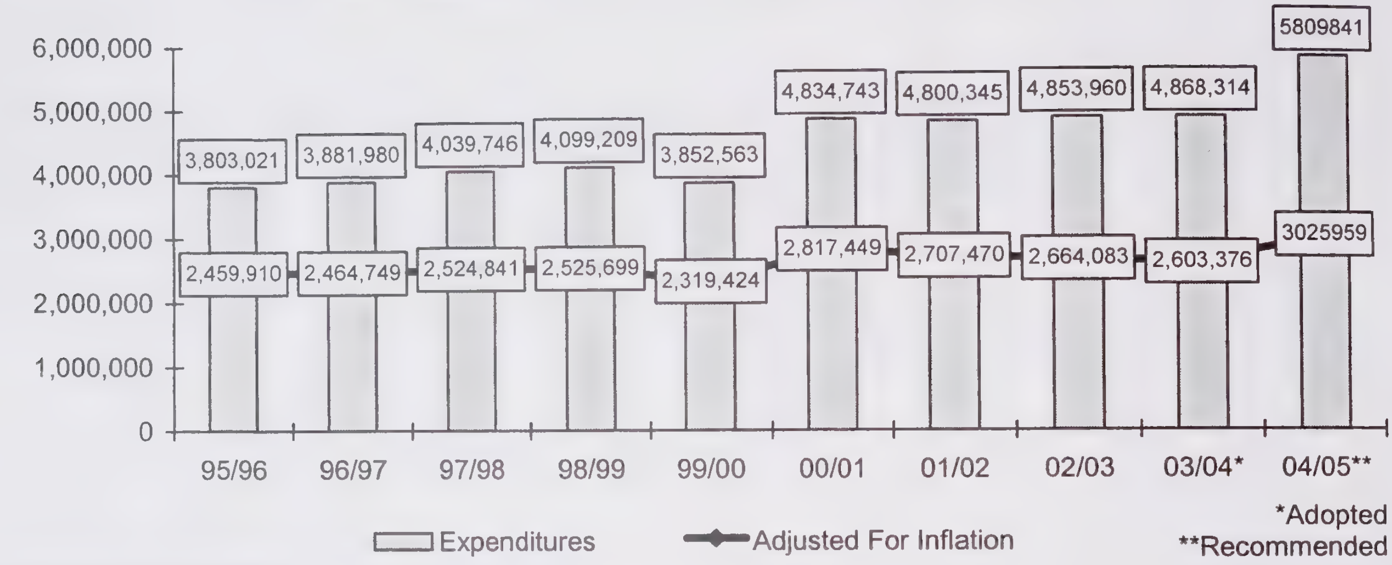
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks Facilities

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal accessways and beaches, large regional camping facilities, biking and hiking trails, and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group picnic facilities, and the San Luis Obispo Veteran's Hall.

Total Expenditures: $6,030,622 Total FTE: 38.50

DEPARTMENT COMMENTS

The County Parks Division is submitting a budget balancing expenditures with revenues. This budget includes $220,781 of contingencies, which is $143,564 less than that in last year's budget. Although County Parks implemented fee increases in the 2004-05 fee cycle to hedge against normal inflationary factors, the fee increases were not sufficient to cover the subsequent doubling of workers compensation and insurance rates, and the increase of $111,937 of Countywide overhead allocation. Additionally, the General Fund Contribution, which historically has approximated 50% of the operating expense budget, now equates to approximately 45%. Therefore, Parks fees must cover a larger portion of expenditures than in the past.

The Salaries and Benefits accounts increased by $433,441 or 15% increases in workers compensation rates, liability insurance, and prevailing wages.

The services and supplies accounts increased by $132,586, due to the following factors. Countywide overhead allocation increased by $111,937 or 28% (from $387,817 to $499,754.) Matrix expenditure assessments increased by $93,774 or 37% (from $250,480 to $344,254). Insurance rates increased by $32,150 or 103%. The total of these increases equate to $237,861. In response, public services were reduced, maintenance programs were reduced, and all non-vital expenditures were eliminated bringing the total increase down to $132,586.

The Other Charges accounts have decreased by $24,500 due to less contribution to Public Works Department for Lopez Lake equipment.

Due to budgetary constraints, no fixed assets have been budgeted in 2004/05.

Revenue budgets increased by $282,707 primarily due to fee increases to hedge against inflationary factors.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended Park's budget is $797,693 or 15% higher than FY 03-04. The General Fund Support for Parks is the same level as FY 03-04, $2,441,141. Staffing levels are recommended to stay the same.

The Department's comments reference a $282,707 increase in revenues. The Financial Summary in the budget book shows a revenue increase of $682,707. Due to accounting changes, Public Facility Fees (PFF) money for contributions to other agencies will pass through the Parks' budget as opposed to being allocated to a capital project. The actual operating revenue increase for the Parks' budget is $282,707. Four hundred thousand dollars of PFF money is allocated for a contribution to an Avila Beach Community Center.

The budget includes $220,781 of contingencies, which is $143,564 or 39% less than last year's budgeted amount.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities for residents and visitors.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Square footage of high maintenance intensive park facilities maintained per full time equivalent employee	121,445 sq.ft./FTE	126,243 sq.ft./FTE	147,101 sq.ft./FTE	150,000 sq.ft./FTE	146,323 sq.ft./FTE	142,000 sq.ft./FTE

What: The ratio of full time equivalent employees to the square feet of park facilities requiring regular, intense maintenance.

Why: While County Parks manages over 13,000 acres of parks, trails and open space, developed park facilities like playgrounds and campsites have the greatest direct impact on staff resources. This ratio will track the direct impact of adding more developed facilities to the County Park system.

How are we doing? During the past several years, the amount of developed improvements managed per employee has gradually grown as new facilities and in-fill have added to the maintenance workload while staffing levels have remained steady. The addition of 2 new ranger positions in FY 03-04 helped to offset this growing workload by less than 1% with the staffing gains nearly offset by facility gains. The 04-05 target was established to bring square footage per FTE back to more reasonable historic levels. However, given funded new projects pending development, the actual result is expected to increase again in FY 04-05. Without further staff increases to keep up with facility growth, the likely result of this trend is reduced community satisfaction and reduced public safety.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual program costs per visitor-day at County recreation facilities.	$1.79	$1.62	$1.73	$1.60	$1.58	$1.64

What: The ratio of Total Financing Sources (combined user fees, General Fund contribution, FBA, etc.) to the total number of annual visitor-days at Park facilities.

Why: This figure reflects the efficiency of our financial commitment to the visitors using County Park facilities. Because the Parks Division is an important supporting factor in the County's tourist economy, tracking the total visitor-day spending rather than simply spending per County resident is more relevant.

How are we doing? Our expenditures per visitor compare favorably to comparable counties that range from a low of $1.17 (Santa Barbara) to a high of $10.56 (Santa Cruz). Average of 5 comparable counties with Parks programs is approximately $4.90 per visitor. The trend toward reduced spending per visitor reflects a relatively flat funding source offset by a slowly growing visitor base.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of facility sites inspected where no safety issues were identified.	98.6%	98%	99%	98%	98%	99%

What: All park facilities, including campsites, play equipment, structures, etc., are inspected on a quarterly basis for safety concerns. This measure reflects percentage of sites deemed not to need any safety corrections.

Why: Providing a safe environment for park visitors is a primary concern and an ongoing process. Quarterly inspections also provide a documented record of that continuous safety program.

How are we doing? Due to an aggressive inspection and correction program, safety issues are consistently kept to a minimum. However, a baseline level of safety deficiencies is inevitable due to vandalism, human error, weather impacts, etc. Damage sustain in last December's earthquake added to the typical number of safety issues identified.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of safety-related incidents that occur in County-owned parks or recreational facilities per 100,000 visitors.	1.7 incidents per 100,000 visitors	1.6 incidents per 100,000 visitors	1.3 incidents per 100,000 visitors	1.5 incidents per 100,000 visitors	.7 incidents per 100,000 visitors	1.3 incidents per 100,000 visitors

What: All staff and visitor accidents and safety related incidents are documented and analyzed for trends and recurring hazards. This measure of total annual reports per 100,000 visitors provides an overview of how safe the park environment is for visitors and staff.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that Parks provide a safe environment for our visitor and staff. Tracking incidents helps to focus on areas of concern and demonstrate our commitment to providing that safe environment.

How are we doing? Last fiscal year, staff documented only 21 injury/ incidents to visitors, approximately half last year's number. Most of those were the result of visitor health problems (i.e. heart attacks) or inappropriate visitor activity resulting in injury. The rate has been relatively stable over several years and appears to represent a normal baseline of risk associated with outdoor recreation.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of annual survey respondents who rate park and recreation opportunities as "good" or excellent."	91%	91%	94%	92%	94%	94%

What: Annual survey measures resident perceptions on parks and recreation opportunities in the county. Park visitors are surveyed annually and in alternate years the survey is conducted by the ACTION for Healthy Communities Collaborative.

Why: Quality parks and recreation opportunities are a key component of any livable community. Regularly checking in with our residents to find out how they rate those opportunities provides us with valuable customer information on which to base future resource decisions.

How are we doing? A user satisfaction survey contained the following question: "How would you rate San Luis Obispo County's parks and recreation opportunities?" The latest survey results showed that 94% of those surveyed rated parks and recreation opportunities as good (49%) or excellent (45%). Maintenance of this very high level of satisfaction is targeted for next year as Parks' capital improvement program continues to rehabilitate recreational facilities throughout the County.

Department Goal: Design and implement programs (i.e., recreation and interpretive programs, promotional awareness programs, and customer service programs) which enhance customer satisfaction for residents and visitors.

Communitywide Result Link: A livable community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Change in total number of annual visitor days to all recreation facilities.	2,784,192 visitor days	3,007,999 visitor days	3,070,529 visitor days	3,070,000 visitor days	3,060,984 visitor days	3,200,000 visitor days

What: This measure looks at how we are serving the recreational needs of the community by annually comparing total visitor attendance.

Why: The ultimate measure of success for our parks program is reflected in the volume of visitors we can attract. While subject to weather and the general economy, generally speaking the number of visitor days reflects both the quality of the park experience we provide and the perceived value of that experience. It also measures County Parks' contribution to the overall county tourist economy.

How are we doing? Total visitor days fluctuate over the years due to varying weather conditions, the economy and visitor rate reporting methods. A soft economy and severe downturn in local tourism offset the benefit of improved marketing efforts and upgraded facilities. Continued effort will be made in the new fiscal year to reverse those losses but broader economic forces will continue to influence visitation rates.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of residents participating in recreational programs (swim lessons, junior lifeguards, etc.)	39,868* participant days	29,395* participant days	26,398* participant days	125,000* participant days	29,712 participant days	30,000 participant days

What: While County Parks has only a limited active-recreation program, this measure looks at how we are serving the recreational needs of the community.

Why: In many of the County's unincorporated communities, no public recreation programs are provided to our residents other than the limited summer aquatics programs provided by County Parks. The size of the population participating in those programs gives us a measure of how "livable" our communities are.

How are we doing? [*Data for this measure have been revised to reflect only active recreation programming, deleting general beach attendance at Cayucos Beach and Lopez Lake.] Staff efforts to provide free recreational swimming at all County pools by securing corporate and private sponsorships has helped to reverse the recent participation declines brought on by the soft economy. The target for FY 04-05 is to continue to recoup those loses through more aggressive marketing and with the help of a recovering economy.

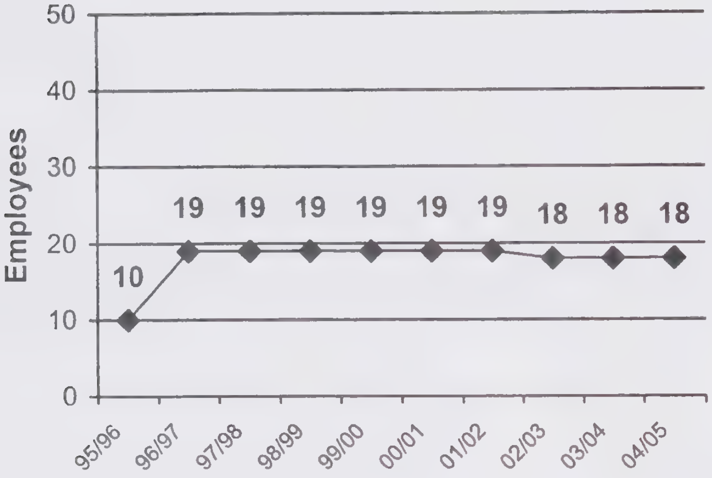
MISSION STATEMENT

San Luis Obispo County Parks Division operates and maintains 18-hole championship golf courses to enhance opportunities for recreation and personal enrichment of the County's residents and visitors.

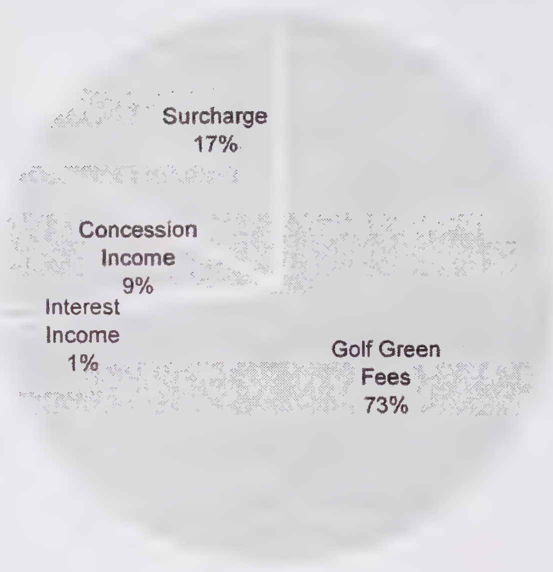
SCHEDULE 11

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Golf Green Fees	2,004,937	2,090,029	2,300,993	2,300,993
Concessionaire Income	276,309	260,967	291,128	291,128
Green Fee Surcharge	520,570	473,756	535,500	535,500
Miscellaneous	13,782	7,759	7,820	7,820
TOTAL OPERATING REVENUES	2,815,598	2,832,511	3,135,441	3,135,441
NONOPERATING REVENUES				
State Aid - Nuclear	0	0	0	0
Interest	47,004	13,618	19,700	19,700
Rental Income-Bldg.	0	0	0	0
Sale of Fixed Assets	0	0	0	0
Other	42,108	94,648	0	0
Transfer in fm GF for Equip	0	50,000	0	0
Residual Equity Trans In	0	0	0	0
TOTAL NONOPERATING REVENUES	89,112	158,266	19,700	19,700
TOTAL REVENUES	2,904,710	2,990,777	3,155,141	3,155,141
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	1,263,609	1,229,630	1,399,450	1,399,450
Services and Supplies	1,435,729	1,297,150	965,781	965,781
Depreciation	398,796	390,011	383,337	383,337
TOTAL OPERATING EXPENSES	3,098,134	2,916,791	2,748,568	2,748,568
NONOPERATING EXPENSES				
Interest on Long-Term Debt	679,791	365,347	360,285	360,285
Principal on Long-Term Debt	0	0	329,950	329,950
Issuance Costs	0	0	1,500	1,500
Transfer Out	0	52,316	0	0
TOTAL NONOPERATING EXPENSES	679,791	417,663	691,735	691,735
TOTAL EXPENSES	3,777,925	3,334,454	3,440,303	3,440,303
NET INCOME (LOSS)	(873,215)	(343,677)	(285,162)	(285,162)
FIXED ASSET EXPENDITURES				
Equipment	5,787	0	0	0
Structures, Improvements	0	62,190	0	0
TOTAL FIXED ASSET EXPENDITURES	5,787	62,190	0	0

Number of Employees
(Full Time Equivalent)



Source of Funds



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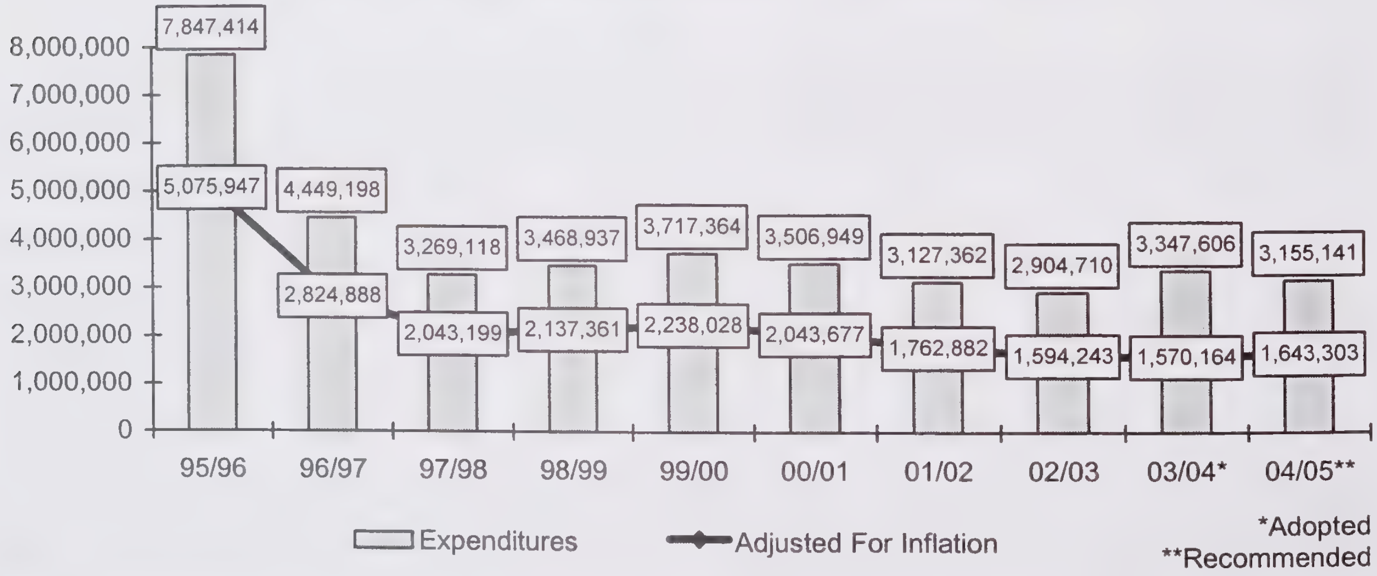
10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Golf Courses

Own, operate, and maintain the Dairy Creek and Chalk Mountain Golf Courses. Operate and maintain the Morro Bay Golf Course, which is leased from the State of California. Supervise the performance of County employees and contracted concessionaires to enhance customer satisfaction, maintain quality control, and ensure safe, cost-effective, and efficient operation of the courses.

Total Expenditures: $3,440,303 Total Staffing (FTE): 18.0

DEPARTMENT COMMENTS

The Department of General Services, Parks Division, is submitting its 2004/05 budget for the Golf Courses with a proposed loss of $285,162, including depreciation. Depreciation is a non-cash expenditure. Excluding it from the bottom line shows a net gain of $98,000. The $98,000 net income is attributed to revenues collected to pay the debt service for Dairy Creek Golf Course.

Salaries have risen by $96,299 due to step increases and increases in workers compensation rates. No new positions are being requested.

The services and supplies accounts have decreased by $292,117 or 23% under the prior year. Countywide Overhead charges decreased by $282,465, which accounts for most of that amount.

Revenue budgets decreased by $78,574 primarily due to eliminating the $50,000 payment previously expected from the Dairy Creek lawsuit. The remainder of the decrease reflects reduced anticipated revenues from Concessions due to the effects of the repressed economy.

Overall, General Services is seeing a slight improvement in the number of rounds played and the number of annual passes purchased and is cautiously optimistic about the turn around of the golf industry.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Golf Course division of General Services is an Enterprise fund and does not receive money from the General Fund. Enterprise funds charge fees for their services. The recommended budget includes the continuation of existing services and staff.

The Schedule 11 in the budget book reflects the combined budgets of the Golf Courses' operational budget as well as the debt service for Dairy Creek golf course.

Total operating expenses are recommended to decrease by $149,000 or 4%, primarily due to a $282,465 reduction of Countywide Overhead charges.

Of the numbers listed in the Schedule 11, $645,750 of concessionaire revenue and $535,500 of green fee surcharge revenue is allocated to the debt service for the Dairy Creek golf course.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Cost-effectively operate and maintain County public golf courses to enhance recreational opportunities for residents and visitors.

Communitywide Result Link: A livable community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual operating costs per golf round played at County-managed golf courses.	$15.72/round	$14.26/round	$20.34/round	$16.03/round	$17.92/round	$18.00/round

What: The ratio of total operating expenses (salaries/benefits, services/supplies, depreciation and fixed assets) to the total number of rounds played at County-managed golf courses.

Why: This figure reflects the efficiency of our financial commitment to the visitors playing at County golf courses. This benchmark is useful in assessing fee structure as well as assessing the value of services provided in a very competitive market.

How are we doing? The golf market in this county is highly competitive and the success of our program is dependent on maintaining or increasing our share of that market. However, the local golf market is echoing the nationwide decline in play resulting largely from a soft economy. FY 03/04 Actual Results reflect a continuing decline in play coupled with largely fixed operating costs and continued high Countywide overhead charges from prior golf course litigations. Until a rebound in the tourist economy and local golf play occurs, temporary reductions in staffing and other spending cuts will be necessary to meet 04/05 target goals.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of facility sites inspected where no safety issues were identified.	97.2%	97.4%	98.7%	97.0%	99.0%	97%

What: All golf facilities, including driving ranges, pro shops, restaurants, structures, etc., are inspected on a quarterly basis for safety concerns. Unsatisfactory safety conditions are identified for correction.

Why: Providing a safe environment for the golfing public and staff is a primary concern and an ongoing process. Quarterly inspections provide a documented record of that continuous safety program.

How are we doing? The projected rating represents an average of 1 issue per quarter being identified at each golf course over the period of 4 quarterly inspections for a total of 324 inspections of on-site facilities each fiscal year. Due to potential for vandalism, weather induced problems, etc., the 4-6 issues identified (and corrected) each year are deemed an acceptable rate and not likely to be further reduced.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of annual survey respondents who rate the quality of the golf courses and associated facilities as "satisfactory" to "excellent".	91%	99%	92%	95%	92%	95%

What: Annual surveys of facility users and County residents measure public opinion about the condition of golf facilities, the variety of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on quality of the facilities.

Why: All the efforts of staff to provide quality, safe facilities ultimately comes down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? Results remain unchanged from prior year results. Failure to meet 03/04 adopted goals are a result of the impact of budget cuts to staff levels and the level of daily maintenance. FY 04-05 Target represents an effort to regain this slight loss but must be tempered with understanding that spending reductions will continue to have an impact on facility quality. Regardless, results above the 90% satisfaction level are deemed good.

Department Goal: Design and implement programs that enhance golfing opportunities at a reasonable cost for residents and visitors to ensure customer satisfaction.

Communitywide Result Link: A livable community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
The total number of golf rounds played at County managed golf courses.	192,938	185,573	175,888	185,000	165,663	175,000

What: This measurement looks at the total number of rounds played at all three County golf courses relative to the prior year.

Why: The ultimate measure of success for our golf program is reflected in the volume of play we can attract in this very competitive golf market. While subject to weather and the general economy, generally speaking, rounds played reflect both the quality of the golf experience we provide and the perceived value of that experience.

How are we doing? A saturated market has resulted in a general decline in golf rounds nationwide while the broad downturn in the economy has exacerbated the problem locally. FY 03-04 play was down about 5.9% from previous year. This decline in golf play is mirrored on a local, state, and national level. The local tourist economy is also experiencing a similar trend. A slight recovery is projected for FY 04-05 as the economy continues to improve.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of annual survey respondents who rate the overall quality of customer service for golf course staff as "satisfactory" to "excellent."	90%	98%	98%	95%	98%	98%

What: Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on the customer service provided by County and concessionaire staff.

Why: All the efforts of staff to provide quality, safe facilities ultimately come down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? The level of customer satisfaction with the quality of customer service has remained quite high in recent years due to the significant energy staff puts into this activity. Target for next year reflects the importance staff places on quality customer relations in a very competitive golf market.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of annual survey respondents who rate the overall value of County Golf courses as "satisfactory" to "excellent".	90%	99%	99%	95%	99%	99%

What: Annual surveys of golf course users measure public opinion about the condition and quality of those facilities, the quality of staff service and the overall recreation experience of users. This measure focuses on the users' overall recreation experience.

Why: All the efforts of staff to provide quality, safe facilities ultimately come down to the satisfaction of facility users and County residents and their perceptions about how well we are meeting their needs. Periodic surveying of regular users helps staff better measure those opinions.

How are we doing? Despite challenges brought from rising expenses and associated fee increases, this measure indicates that County Parks is still providing a high level of satisfaction and value to our golfing customers. The overall quality of our facilities and concession services should help us maintain this high level of perceived value.

Fiscal and Administrative

Board of Supervisors

Administrative Office
    Organizational Effectiveness

Auditor-Controller

Treasurer-Tax Collector

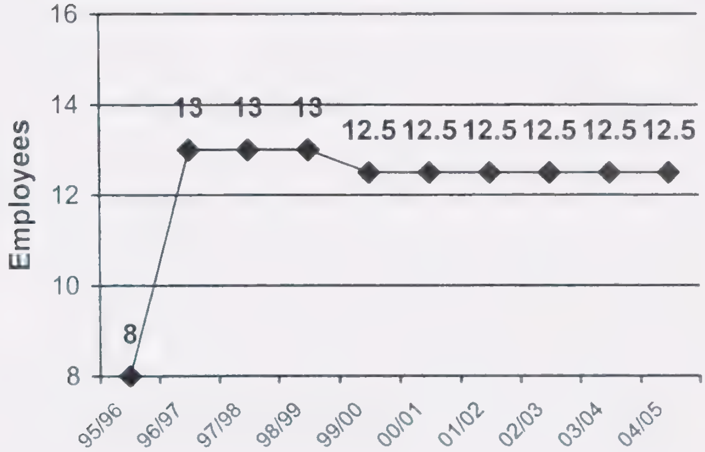
Assessor

Clerk-Recorder

MISSION STATEMENT

The San Luis Obispo County Board of Supervisors is the legislative arm of the County government, and is committed to the implementation of such policies and the provision of such services that will enhance the economic, environmental and social quality of life in San Luis Obispo County.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 947,804	$ 1,051,836	$ 1,064,514	$ 1,064,514	$ 1,064,514
Services and Supplies	220,468	231,774	192,307	192,307	192,307
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,168,272	$ 1,283,610	$ 1,256,821	$ 1,256,821	$ 1,256,821
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,168,272	$ 1,283,610	$ 1,256,821	$ 1,256,821	$ 1,256,821
Revenues	0	0	0	0	0
General Fund Support (G.F.S.)	$ 1,168,272	$ 1,283,610	$ 1,256,821	$ 1,256,821	$ 1,256,821

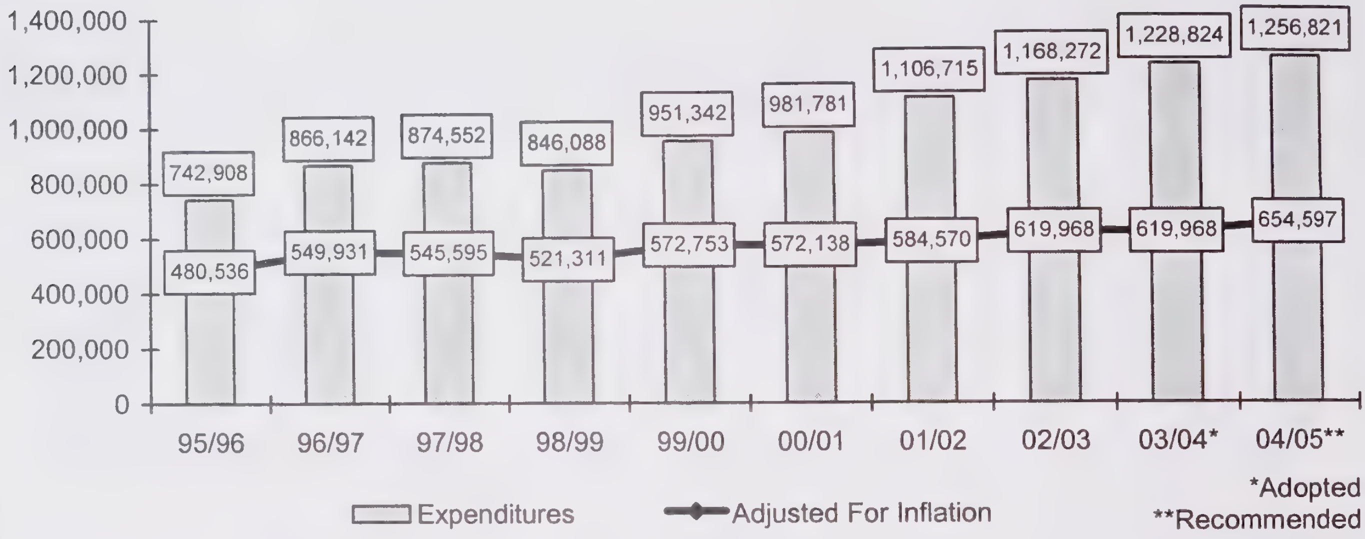


Number of Employees

(Full Time Equivalent)

Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Annual County Audits

This program complies with Government Code Section 25250, which states that it is the Board of Supervisors' duty to examine and audit the financial records of the County. In addition, this program satisfies the Federal Single Audit Act (Public law 98-502) relative to the auditing of federal monies received by the County.

Total Expenditures: $70,500 Total Staffing (FTE): 0.0

Service to Public

The majority of the Board's activities center around services to the public which are provided in its capacity as the legislative body of the County. Members of the Board of Supervisors represent the people residing within their supervisorial district, while also working for the general welfare of the entire County.

Total Expenditures: $1,186,321 Total Staffing (FTE): 12.5

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended level of General Fund support for the Board of Supervisors budget is approximately 2% higher than the FY 2003-04 adopted budget. Salary and benefit accounts are 8% higher, reflecting salary increases for the Board's support staff (the Board of Supervisors declined a salary increase for themselves in FY 2003-04) and higher costs for benefits, especially workers compensation charges.

Services and supplies accounts are recommended to decrease by 22% compared to the FY 2003-04 budget. A portion of that decrease reflects the transfer of money to pay for video and radio broadcast of Board meetings to Budget Unit 2080 – Contributions to Other Agencies. Additional reductions have been made in the equipment and travel accounts as well as funding for the Commission on the Status of Women.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	70%	Biannual Survey	90%	74%	Biannual Survey

What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey conducted every two years. Concurrently, the Administrative Office initiated a citizen's opinion survey that builds on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The 2003 ACTION telephone survey asked 522 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?", 74% of the respondents rated the County as "good", "very good" or "excellent." 88% of the respondents rated the County as "fair" or better. In addition, the Administrative Office conducted a Citizen's Opinion survey in the spring of 2003, to which 1,189 county residents responded. Those surveyed were asked to rate their overall impression of the quality of services provided by the County. The results showed that 67% of the respondents rated the services provided by the County as "good" or "excellent." This data will be updated again in 2006.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the County's Indicators that are moving in a favorable direction.	N/A	Baseline data established		90%	60%	Biannual Study

What: The Board of Supervisors has adopted a set of Communitywide Results that represent the "big picture" results we want for all county residents. The results surround the concepts of safety, health, livability, prosperity, and good government. Each result, in turn, has a listing of "key indicators" that help to quantify the progress we're making toward achieving our desired results. This measure will show how many of the indicators are moving in a positive direction.

Why: This information will provide staff, the Board, and public, with a sense of how we're doing relative to achieving our "big picture" results.

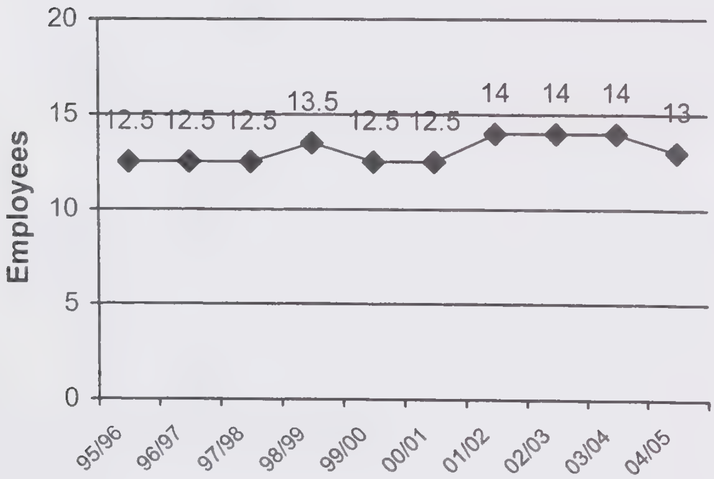
How are we doing? The second Communitywide Results Report was published in the Fall 2003. The report shows that the County continues to achieve "great results" in many areas, and there are some areas of concern including housing affordability and a comparatively high rate of substance abuse among teens in the county. In comparison to the data presented in the first edition of the Communitywide Results Report, published in 2001, 60% of the indicators improved, 8% showed no change, and 32% have worsened (some only slightly).

MISSION STATEMENT

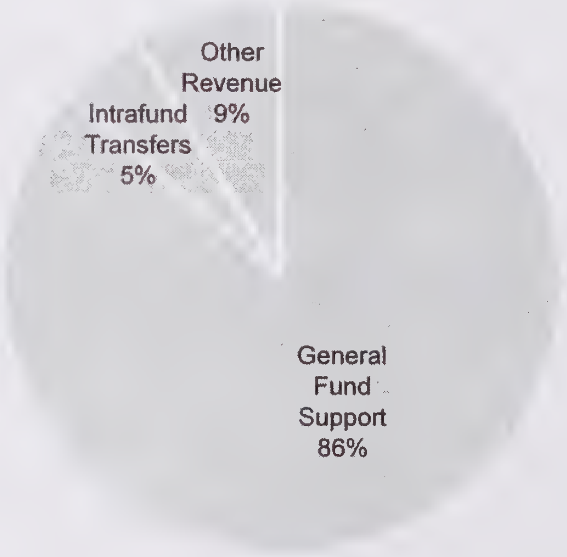
We, the Administrative Office, connect people to their government by practicing and promoting continuous improvement in communications, accountability and service.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,169,841	$ 1,340,347	$ 1,533,110	$ 1,533,110	$ 1,533,110
Services and Supplies	161,608	174,552	193,791	193,791	193,791
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,331,449	$ 1,514,899	$ 1,726,901	$ 1,726,901	$ 1,726,901
Less Intrafund Transfers	70,966	73,450	84,504	84,504	84,504
**Net Expenditures	$ 1,260,483	$ 1,441,449	$ 1,642,397	$ 1,642,397	$ 1,642,397
Revenues	76,330	112,305	176,508	176,508	176,508
General Fund Support (G.F.S.)	$ 1,184,153	$ 1,329,144	$ 1,465,889	$ 1,465,889	$ 1,465,889

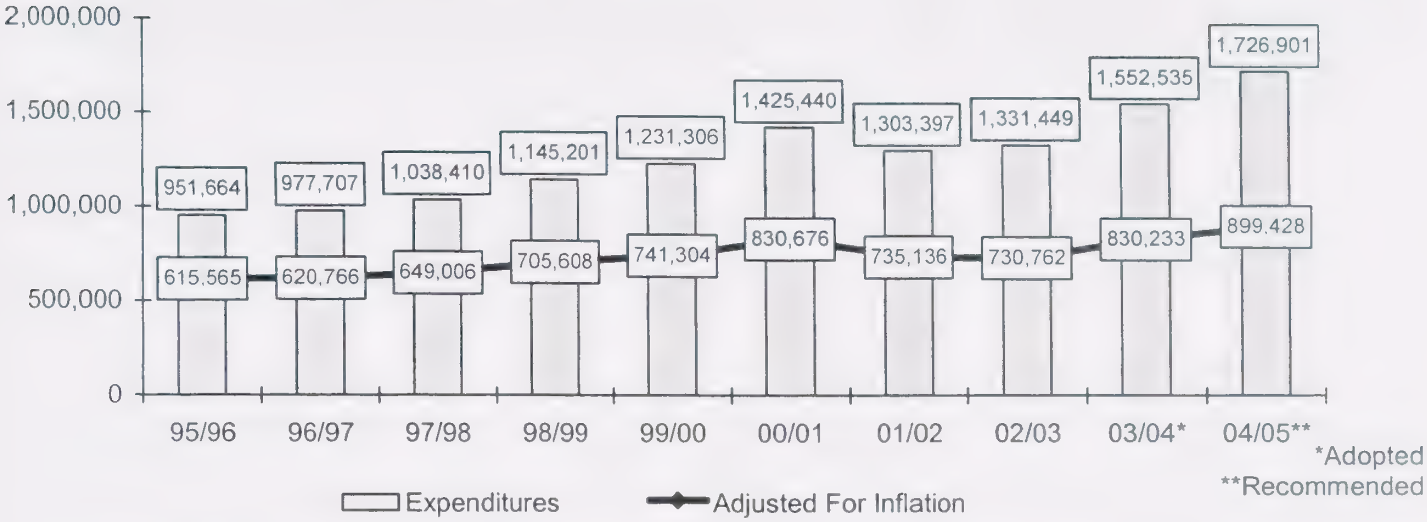
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Citizen Outreach/Support

Represents efforts geared toward reconnecting the public with county government. Includes activities such as surveying the community for feedback to improve performance; developing informative presentations and materials to improve communication with the public; and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: $57,500 Total Staffing (FTE): .5

Organization Support

Board of Supervisors: Provide high quality staff support to maximize Board effectiveness. Includes activities such as, facilitating implementation of Board policy; encouraging sound financial planning through annual preparation and regular review of the County budget; labor relations; preparing the weekly board agenda; responding to requests for information; resolving citizen complaints; etc.

County Departments: Provide high quality staff support to maximize county department effectiveness. Includes such activities as providing policy guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: $1,567,358 Total Staffing (FTE): 11.75

Organizational Effectiveness

Represents efforts geared toward creating a high performance "results oriented" County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization; providing leadership and oversight to the countywide training program; and encouraging continuous improvement through a regular organizational review process (eg. the organizational effectiveness cycle process).

Total Expenditures: $102,043 Total Staffing (FTE): .75

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Administrative Office is recommended to increase 13% or $178,868 compared to the FY 03-04 budget. The increase is entirely due to transferring the labor relations program (and costs) from Personnel to the Administrative Office. The cost of transferring a Principal Personnel Analyst and the contract for the County's negotiator is approximately $181,000. Without those additional expenses the recommended General Fund Support cost is $2,000 less than the current year.

The recommended budget eliminates two positions and reduces the services and supplies accounts. One Administrative Analyst position and one Accounting Technician position are recommended for deletion. The Board approved the analyst position two years ago in support of the Organizational Effectiveness program. While this position would accelerate efforts to enhance effectiveness throughout the organization, staff has added these responsibilities to existing duties. The financial and other administrative duties performed by the Accounting Technician will be distributed among the remaining paraprofessional positions. The department will continue to focus on Board of Supervisors support, labor relations, the Employee University, agenda preparation, performance measures, countywide financial and policy issues and citizen outreach and support.

Revenues are recommended to decrease by 8% over the current year due to less Analyst time charged to the Organizational Effectiveness budget.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	70%	Biannual Survey	90%	74%	Triennial Survey

What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey conducted every two years. (Note: effective in 2004, ACTION for Healthy Communities has revised the schedule of their survey to be conducted every three years.) Concurrently, the Administrative Office initiated a citizen's opinion survey that builds on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The 2003 ACTION telephone survey asked 522 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?", 74% of the respondents rated the County as "good", "very good" or "excellent" and 88% of the respondents rated the County as "fair" or better. In addition, the Administrative Office conducted a Citizen's Opinion survey in the spring of 2003, to which 1,189 county residents responded. Those surveyed were asked to rate their overall impression of the quality of services provided by the County. The results showed that 67% of the respondents rated the services provided by the County as "good" or "excellent." This data will be updated again in 2006.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.	New Measure	Survey was delayed	New Measure	95%	74%	Triennial Survey

What: The Administrative Office initiated a citizen's opinion survey that will be conducted every three years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the Citizen's Opinion Survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The Citizen's Opinion Survey was conducted in the Spring of 2003. This survey asked respondents if they have had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. Sixty percent of the respondents had contact in that past year, and of those, 74% rated their overall impression of their contacts with County employees as "good" or "excellent".

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the County's Indicators that are moving in a favorable direction.	N/A	Baseline data established		90%	60%	Triennial Survey

What: The Board of Supervisors has adopted a set of Communitywide Results that represent the "big picture" results we want for all county residents. The results surround the concepts of safety, health, livability, prosperity, and good government. Each result, in turn, has a listing of "key indicators" that help to quantify the progress we're making toward achieving our desired results. This measure will show how many of the indicators are moving in a positive direction.

Why: This information will provide staff, the Board, and public, with a sense of how we're doing relative to achieving our "big picture" results.

How are we doing? The second Communitywide Results Report was published in the Fall 2003. The report shows that the County continues to achieve "great results" in many areas, and there are some areas of concern including housing affordability and a comparatively high rate of substance abuse among teens in the county. In comparison to the data presented in the first edition of the Communitywide Results Report, published in 2001, 60% of the indicators improved, 8% showed no change, and 32% have worsened (some only slightly).

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.

Communitywide Result Link: A well-governed community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Board members who respond to survey that indicate the Administrative Office staff provides satisfactory or better staff support.	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibleness, timeliness and trustworthiness.

Why: The information gained from this survey allows us to continuously improve staff support to the Board.

How are we doing? The Administrative Office aims to provide outstanding staff support to the Board of Supervisors.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Board members who respond to survey that indicate they are generally satisfied with the quality of the agenda reports presented as part of the weekly agenda.	New Measure	100%	100%	100%	100%	100%

What: The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with the quality of the weekly agenda.

Why: The information gained from these surveys will allow us to continuously improve the quality of the weekly Board agenda.

How are we doing? The Administrative Office strives to ensure that all agenda reports placed on the weekly agenda are accurate, easy to read, identify "results" and cover the pertinent issues. The measure addresses the overall quality of the report. The Board of Supervisors is surveyed 4 times a year with each survey requesting a rating for accuracy, readability, coverage of pertinent issues, meaningful-measurable results and overall quality of the Board agenda. Overall quality received a 100% acceptable rating. The four surveys yielded a total of 80 responses rating each of the specific survey items identified above. 77 of the responses to specific agenda criteria were rated as satisfactory or better. Of the remaining three responses, accuracy, readability, and meaningful-measurable results were each rated as "improvement needed" during one of the four survey periods. The average of all responses remains above the "satisfactory" level.

Department Goal: To ensure the long term financial stability of the County.

Communitywide Result Link: A well governed community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Ratio of long term debt to capital assets.	13.4%	7%	9%	10%	10%	8%

What: This measure shows the ratio of long-term debt relative to the value of all our capital assets (e.g. land, buildings).

Why: This measure provides staff, the Board and public with information on the financial health of the County. It is our goal to keep our debt as low as feasible.

How are we doing? Each year the ratio fluctuates depending on the number and value of capital projects. The 2003-04 adopted budget reflected increased debt associated with the New Government Center. A survey completed two years ago indicated that SLO County is well below the debt ratio of our comparable counties.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Ratio of contingencies and general reserves to the County's total General Fund operating budget.	9.25%	9.4%	8.4%	7.9%	8%	6.8%

What: This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.

Why: The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns.

How are we doing? The County's reserves and contingencies are at a healthy level for 03-04. Contingencies were set at 5% of operational expenses. For 04-05, we are recommending a decrease in the ratio of contingencies and reserves due to the state's financial problems and the affect they will have on county finances. For 04-05 contingencies are recommended at 4% and the use of $3 million in reserves to balance the budget.

Department Goal: To provide high quality staff support in an effort to maximize the effectiveness of County departments.

Communitywide Result Link: A well governed community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of departmental respondents that indicate the Administrative Office staff provides satisfactory or better support services.	100%	100%	100%	100%	100%	100%

What: The County Administrative Office surveys departments annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibleness, timeliness and trustworthiness.

Why: The information gained from this survey allows us to continuously improve our service to departments.

How are we doing? The Administrative Office aims to provide outstanding support services to County departments.

Department Goal: To create an environment whereby all employees feel valued and are proud to work for the County.

Communitywide Result Link: A well governed community.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of employees that indicate in an annual workforce survey overall satisfaction with their job.	New Measure	Survey delayed	Survey delayed	80%	N/A	91%

What: The County Administrative Office plans to survey all County employees to gauge their overall level of satisfaction with their job.

Why: This information will be used to help assess our organizational health.

How are we doing? The Employee Opinion survey was administered in August 2004 using a new automated survey system recently purchased by the County. Overall, a total of 1664 usable responses were received – a 68% response rate. Of these, 1543 employees indicated their level of agreement with the statement "I am satisfied with my job." – 45% indicated that they strongly agreed with this statement, 36% somewhat agreed, 10% neither agreed or disagreed, 7% somewhat disagreed, and 2% strongly disagreed. Therefore, 91% of the County employees responding to this statement in the survey indicated that they were satisfied with their job.

Department Goal: To foster implementation of sound strategies for delivering effective and efficient services.

Communitywide Result Link: A well governed community.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of participating departments that found the Organization Effectiveness (OE) Program process to be an effective tool for improving performance.	New Measure	Data not available	94%	95%	67% (See details below)	80%

What: OE Programs provide a framework (the OE Cycle) to systematically analyze an organization's performance. This measure will track the percentage of participants (both staff and decision makers) that found the process to be an effective tool for improving performance.

Why: This measure represents the first step in evaluating the effectiveness of the OE Program process.

How are we doing? The results achieved in FY 02-03 reflect data gathered in a focus group of Drug and Alcohol Services staff, the first participating department in the Organizational Effectiveness (OE) program and the only department that had progressed far enough in implementing their corrective action plans to realize changes in organizational performance as a results of the OE exercise. In FY 03-04 a more objective approach was used to gather this feedback data from participating departments given that a total of 5 departments have participated in the OE cycle exercise to date; Drug and Alcohol Services, Planning and Building, Clerk Recorder, the Assessor, and the Administrative Office. In a survey of these departments taken to measure their perception of the value of this exercise, responses indicated that: 88% agreed that the process surfaced key issues in how the people in these departments work together, 72% agree that the OE Cycle helped them identify and focus on the most critical areas needing corrective action to improve the department's performance, 35% agree that the department is providing better services to their customers as a results of the OE cycle, and 67% agreed that they would recommend the OE cycle process to other departments that want to improve their overall performance. Three of the 5 departments that have participated in the OE cycle completed this exercise only a few months before this survey was taken and had not had adequate time to implement their corrective action plans and realize potential results. The OE cycle will be refined in FY 04-05 in order to improve its overall value to departments.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of departments that complete and/or implement strategic plans during the year that mesh with the County's mission statement and adopted Communitywide Results.	New Measure	55%	52%	77%	60%	77%

What: This measure tracks the percentage of departments that complete or implement strategic plans that align with the County's mission statement and Communitywide Results.

Why: By developing strategic plans that align with the County's mission statement and Communitywide Results, we help to ensure all county departments are on the same page working to achieve the same end results.

How are we doing? As of June 2003, 15 departments have strategic plans in place, and another 4 department are in the process of completing a strategic plan. The Agriculture Commissioner and the Farm Advisor operate under strategic plans developed by the State and do not have separate local plans. It is our goal that every department have a current strategic plan, and as such, will continue to encourage departments toward this end.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.	New Measure	1.89	1.87	1.81	1.81	1.56

What: This shows Administrative Office budget staffing per 1,000 county employees.

Why: This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.

How are we doing? Our analyst staffing levels are dropping due to budget constraints. Total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranged from a high of 4.7 in Napa County to a low of 0.82 in Kern County; with the average at 2.39. Seven of our nine comparison counties responded to our survey.

Department Goal: To ensure that training opportunities aimed at creating a competent, results oriented workforce are made available to County employees.

Communitywide Result Link: A well governed community.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of employees that report a useful gain of knowledge after participating in leadership, customer service or interpersonal skills training sponsored by the County's Employee University.	New Measure	94%	99%	95%	91%	Deleted

What: This measures tell us how many participants learned something useful after participating in an Employee University sponsored training course. This measure will be deleted in FY 04-05 as we are now tracking more objective data based on quizzes taken in class and evidence of skill application on the job.

Why: This represents the first step in evaluating the effectiveness of the training courses offered through our Employee University. We are now collecting information that will allow us to get a better handle on the "Return on Investment" (ROI) associated with these courses. In other words, we want to know how these courses make a difference in terms of achieving departmental goals and meeting our customer's needs.

How are we doing? During 2003-04, the Employee University continued to offer the 7 Habits of Highly Effective People (189 participants attended) and held three 7 Habits Renewal sessions for a total of 42 participants. 95% of the employees participating in the 7 Habits of Highly Effective People report a useful gain of knowledge as a result of taking this course. Of the remaining 5%, 3% did not respond to the survey and only 2% indicated no useful gain in knowledge. 83% of the employees participating in the 7 Habits Renewal course reported a useful gain of knowledge as a result of taking this course. The remaining 17% did not respond to the survey.

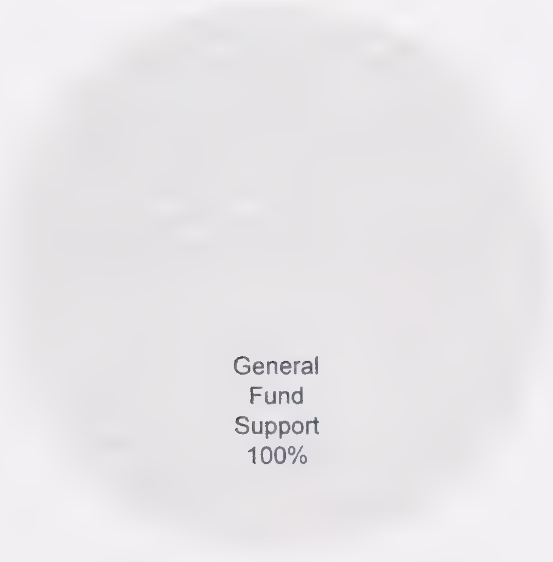
A key focus of the EU in 2003/04 was to develop and pilot a Supervisory Academy, a 13 week series of courses designed to enhance leadership, management and interpersonal skills. In addition, courses in Project Management, Continuous Process Improvement and teambuilding were offered to employees at all levels of the organization. Integrated into the design of these courses is the ability to capture meaningful, measurable results and the "return on investment" gained from participating in these classes and applying what is learned on the job. These results will be reported in a new measure developed for the FY 2004/05 fiscal year.

PURPOSE

To continuously improve the quality and effectiveness of services provided to the public through organizational reviews and staff training.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,953	$ 0	$ 0	$ 0	$ 0
Services and Supplies	406,863	339,629	450,000	450,000	450,000
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 408,816	$ 339,629	$ 450,000	$ 450,000	$ 450,000
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 74,043
New Reserves	1,238,238	0	0	0	0
Total Financing Requirements	$ 1,647,054	$ 339,629	$ 450,000	$ 450,000	$ 524,043
Revenues	$ 1,393,012	$ 393,268	$ 200,000	$ 200,000	$ 200,000
Fund Balance Available	254,404	58,837	100,000	100,000	174,043
Cancelled Reserves	93,650	39,189	150,000	150,000	150,000
Total Financing Sources	$ 1,741,066	$ 491,294	$ 450,000	$ 450,000	$ 524,043

Source of Funds



SERVICE PROGRAMS

Organizational Effectiveness and Countywide Training

Provides funding to conduct organizational assessments, and countywide training programs. Staff for this program is included in Budget Unit 2040 - Administrative Office.

Total Expenditures: $450,000 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Organizational Effectiveness (OE) budget was established in FY 01-02 to fund programs and strategies designed to continuously improve the County's performance and facilitate the transition to a high performance organization. We have developed and implemented a multi-dimensional approach in the OE program which includes: conducting a Citizen's Opinion Survey to develop baseline data to measure our progress, providing employee training programs through the Employee University, conducting organizational effectiveness analyses for individual departments, developing performance goals and measures for each department, and strategic planning.

In FY 2003-04 a major focus of the OE program was to partner with Richard Chang Associates (RCA) and Susan McGraw to design and deliver a pilot Supervisory Academy through the Employee University. This Academy was developed in response to the Training Needs Assessment, conducted in November 2002, which identified a priority need to enhance supervisory and management skills. This pilot program consisted of 13 four-hour training sessions that covered a variety of topics including:

- Leadership programs on visioning, managing change and leading with passion;
- Supervisory programs designed to enhance skills in setting clear expectations, coaching and mentoring employees and evaluating their performance;
- Communication programs designed to develop skills in negotiation and influencing others; and
- Building, leading and participating in high performance teams.

A total of 93 supervisors from 10 departments participated in this pilot program. New and improved supervisory classes will be offered in October 2004. In addition, we have integrated various evaluation tools into the pilot program to measure the impact this training has on the job. These results will be reported in the performance measures for this budget unit beginning in FY 2004-05. Final results will be reported the following years, once they are collected and analyzed.

The Employee University also delivered RCA courses in Continuous Process Improvement, Building Dynamic Teams and Managing Projects Effectively. Approximately 94 participants from various departments, representing all levels of employment, participated in these programs. In addition 9 classes in the Seven Habits of Highly Effective People were provided to 195 participants.

Given the budget challenges the County is facing in FY 04-05 it will be important to continue these training programs to equip employees with needed skills and tools to optimize their performance and effectively deal with change. Funding is included in the recommended budget to continue offering the courses mentioned above in the coming year.

A second key component of this OE program is use of diagnostic tools to examine how well our internal processes and systems are designed to deliver the results our customers require, and to identify opportunities for refinement and continuous improvement. In FY 03-04 the Assessor's Office, the Clerk-Recorder and the Administrative Office each conducted an organizational effectiveness analysis and are currently implementing action plans. This brings the total number of departments that have conducted such analyses to five: Drug and Alcohol Services and Planning and Building conducted similar studies in 2001 and 2002, respectively. In the coming year the approach to conducting these studies will be refined, based on experience gained with these five departments, with the expectation that departments that participate in this program in the future realize even greater performance improvement results.

The recommended budget remains at the current year level of $450,000, although the General Fund Support is recommended at a $150,000 decrease compared to FY 2003-04. An equal amount of reserves will be canceled in order to provide adequate funding to deliver the training and organizational analysis services described above.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To enhance the public's trust in county government by measurably demonstrating that we provide efficient, high quality, results oriented services.

Communitywide Result Link: A well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate they are satisfied with the services the County provides.	New Measure	70%	Biannual Survey	90%		Biannual Survey

What: Measures citizen satisfaction with County services using data from the ACTION for Healthy Communities telephone survey conducted every two years. Concurrently, the Administrative Office initiated a citizen's opinion survey that builds on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: It is the County's desire to provide services to our residents that are in line with their expectations. Based on the data gathered from these two surveys County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The 2003 ACTION telephone survey asked 522 randomly selected adults "how would you rate the services provided by San Luis Obispo County government?", 74% of the respondents rated the County as "good", "very good" or "excellent." 88% of the respondents rated the County as "fair" or better. In addition, the Administrative Office conducted a Citizen's Opinion survey in the spring of 2003, to which 1,189 county residents responded. Those surveyed were asked to rate their overall impression of the quality of services provided by the County. The results showed that 67% of the respondents rated the services provided by the County as "good" or "excellent."

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of citizens that indicate their overall impression of County employees (based on their most recent contact) is good or excellent.	New Measure	New Measure	New Measure	95%		Biannual Survey

What: The Administrative Office initiated a citizen's opinion survey that will be conducted every two years to build on the data provided in the ACTION for Healthy Communities survey. The survey tool includes specific questions designed to solicit information from the public relative to whether they received satisfactory service from County employees.

Why: The information gained from this survey will be used to help us improve customer service to the public. Based on the data gathered from the citizen's opinion survey, County departments will develop and implement action plans designed to improve the quality of services delivered to the public and we will continue to measure our progress in meeting this goal over time.

How are we doing? The Citizen's Opinion survey was conducted in the Spring of 2003. This survey asked respondents if they have had contact with County employees in the past 12 months, and if so, to rate their overall impression of that contact in terms of knowledge, responsiveness and courtesy of County staff. Sixty percent of the respondents had contact in that past year, and of those, 74% rated their overall impression of their contacts with County employees as "good" or "excellent".

Department Goal: To ensure that training opportunities aimed at creating a competent, results oriented workforce are made available to County employees.

Communitywide Result Link: A well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of employees that report a useful gain of knowledge after participating in leadership, customer service or interpersonal skills training sponsored by the County's Employee University.	New Measure	New Measure	99%	95%		Deleted

What: This measures tell us how many participants learned something useful after participating in an Employee University sponsored training course. This measure will be deleted in FY 04-05 as we are now tracking more objective data based on quizzes taken in class and evidence of skill application on the job.

Why: This represents the first step in evaluating the effectiveness of the training courses offered through our Employee University. We are now collecting information that will allow us to get a better handle on the "Return on Investment" (ROI) associated with these courses. In other words, we want to know how these courses make a difference in terms of achieving departmental goals and meeting our customers needs.

How are we doing? During 2002-03, the Employee University offered classes in personal effectiveness (7 Habits of Highly Effective People), leadership (4 Roles of Leadership), and customer service. We had 685 students attend these classes. The following are the percentage of students that reported a useful gain of knowledge as a results of attending these courses: 7 Habits of Highly Effective People – 92% responded and of those 99% indicated yes; 4 Roles of Leadership – 95% responded and 94% indicated yes. Only 52% of the employees participating in the customer service program responded to the survey and of those 98% report a useful gain of knowledge. The customer service and 4 Roles of Leadership courses have been discontinued and the priority of the EU shifted to supervisory training for FY 2003/04.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Employee University Training Impact Evaluation Results	New Measure	New Measure	New Measure	New Measure		
• Overall average program Satisfaction Rating (on a scale of 1-5)						3.5
• % Of knowledge Increase						25%
• % Increase in skill/knowledge level following application on the job						20%
• Annual $ benefits gained as a result of training.						$237,000

What: Provides four levels of evaluation data on training programs offered by the Employee University: Level –1 or the participants perception of the quality of the training course (on a scale of 1-5 with 1 = "poor" and 5 = "outstanding); Level – 2 or the percent of knowledge gained, on average, by the participants (based on a comparison of pre and post test scores); Level 3 – or the increase in skill level based on application of new skills, knowledge and tools gained in the training; and Level 4 - or the quantified impact the application of new skills, tools and knowledge has on the organization's performance (in terms of improved timeliness in delivering service, improved quality of service, improved customer satisfaction, and/or improved cost-efficiency). It is important to note that impact evaluation to all four levels will not be conducted on all programs. However we will calculate annual benefits gained from all training solutions implemented by the Employee University that are highly visible, of relatively significant cost, and or are offered as a pilot program with the intent of expanding delivery in the future. We plan to evaluate all other EU training course to Level 3.

Why: This data provides information on the value of the training programs offered by the Employee University.

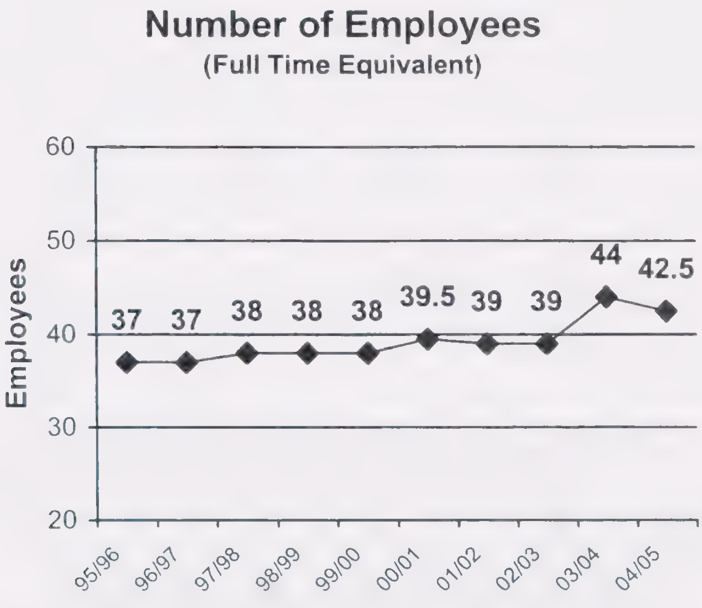
How are we doing? For the "7 Habits of Highly Effective People" course, we have collected information primarily at level 1 and, to a more limited extent, level 3. We will be modifying this course for FY 2004-05 to integrate data collection mechanisms so that we can evaluate this program at all three levels in the future. Full impact evaluation of the County's training programs was begun with the launch of the Supervisory Academy (in October 2003). Our intent is to calculate an actual return on investment gained from implementing the Supervisory Academy. Data collection methods were integrated in to the design of the Supervisory Academy courses and data is currently being collected as the Academy is delivered. Levels 1-3 data will be available in the Spring of 2004. Level 4 data will be collected after participant action plans are completed and final reports are submitted to the Employee University in October 2004. The Level 4 target represents an ROI of 1.5 .

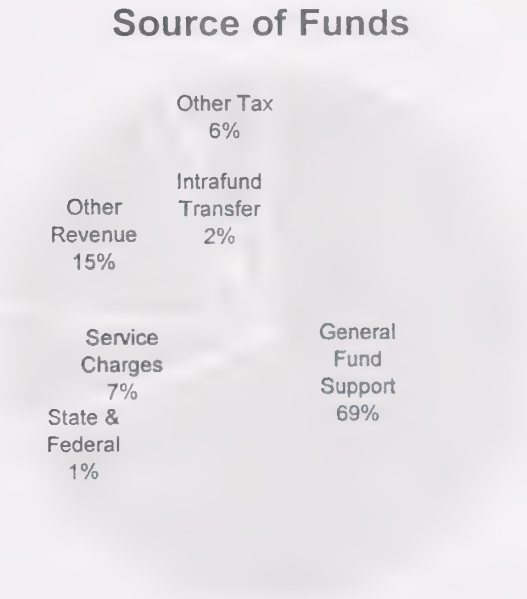
MISSION STATEMENT

The Auditor-Controller is the Chief Accounting Officer for the County Government.

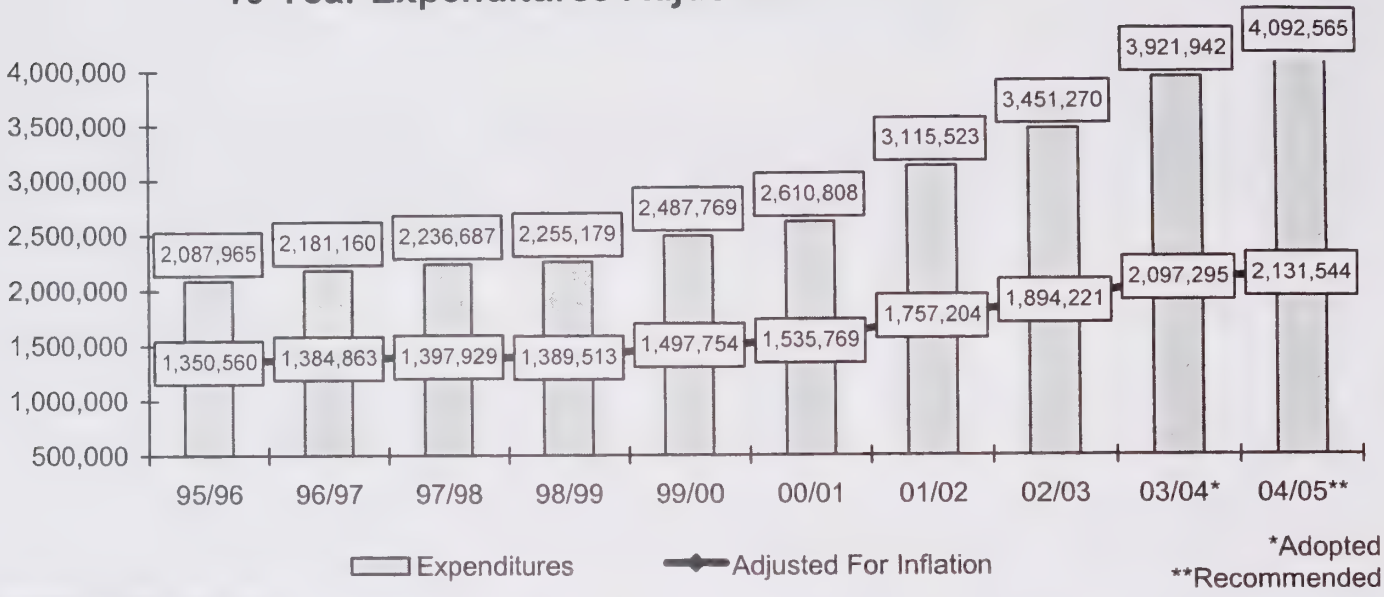
The office enhances the public's trust by acting as a guardian of funds administered for the County, cities, schools and special districts and by providing an independent source of financial information and analysis.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 3,084,992	$ 3,616,185	$ 3,841,666	$ 3,733,360	$ 3,733,360
Services and Supplies	366,278	364,717	359,474	359,205	359,205
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 3,451,270	$ 3,980,902	$ 4,201,140	$ 4,092,565	$ 4,092,565
Less Intrafund Transfers	118,306	47,979	97,525	97,525	97,525
**Net Expenditures	$ 3,332,964	$ 3,932,923	$ 4,103,615	$ 3,995,040	$ 3,995,040
Revenues	459,561	1,086,761	1,230,542	1,205,542	1,205,542
General Fund Support (G.F.S.)	$ 2,873,403	$ 2,846,162	$ 2,873,073	$ 2,789,498	$ 2,789,498





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Accounts Payable

Pre-audit all claims for payments to vendors submitted by County departments and process payments for special districts. Coordinate payment activity and provide oversight and direction with departments and vendors. Prepare annual reports required by the State and the Internal Revenue Service.

Total Expenditures: $402,673 Total Staffing (FTE): 6

Audit Division

Perform mandated internal audits for compliance with state and federal requirements. Ensure adequacy of internal controls over cash and county assets. Conduct management and compliance audits and departmental reviews. Audit the operations of public agencies doing business with the County to ensure compliance with policy. Assists with the preparation of the County's annual financial statement.

Total Expenditures: $ 569,499 Total Staffing (FTE): 6

Budget and Cost Accounting

Assist the County Administrator and Board of Supervisors in developing the proposed and final County budget. Analyze and forecast annual budget expenditures. Review all county fees. Conduct rate reviews for ambulance, landfill, and internal service fund operations. Prepare countywide cost allocations, state mandated program claims, indirect cost rate proposals and special reporting requests.

Total Expenditures: $ 166,142 Total Staffing (FTE): 1.25

Deferred Compensation Plan

To provide the resources necessary for the daily operation of the County Deferred Compensation Plan.

Total Expenditures: $57,713 Total Staffing (FTE): 0

Enterprise Financial System

To provide resources to implement the County's new financial system.

Total Expenditures: $596,317 Total Staffing (FTE): 5

Financial Reporting

Maintain accounting records for the County and those districts whose funds are kept in the County Treasury. Maintain budget and funds controls and records of fixed assets. Prepare annual financial reports and reports for federal and state reimbursement. Act as Auditor and/or Financial Officer for special districts, boards, authorities, etc. and provide accounting services for countywide debt financing.

Total Expenditures: $941,648 Total Staffing (FTE): 10

Mobilehome Rent Board Support

Administer the Mobile Home Park Rent Stabilization Ordinance and provide staff support to the Board.
Total Expenditures: $45,000 Total Staffing (FTE): .5

Payroll Processing

Prepare and process biweekly payroll for the County. Coordinate payroll activity with departments and employees. Prepare biweekly, monthly, quarterly, and annual reports for state, federal, and local agencies. Collect and pay premiums for County-related health and insurance benefits.
Total Expenditures: $374,003 Total Staffing (FTE): 5

Property Tax Processing

Calculate property tax rates and determine extensions. Process changes to the tax roll. Apportion and distribute taxes and special assessments to all agencies. Prepare tax reports. Implement procedural changes to reflect new legislation affecting the tax system. Advise cities, schools, and special districts on tax-related matters.
Total Expenditures: $353,376 Total Staffing (FTE): 4

Systems Support

Evaluate existing manual accounting systems and make recommendations for improved efficiencies through automation. Maintain the countywide computerized financial, fixed asset, accounts payable, tax, and payroll systems. Assist departments in updating computerized systems. Provide training and prepare manuals related to accounting systems operations. Maintain operation of the Auditor's LAN and PC network.
Total Expenditures: $591,194 Total Staffing (FTE): 4.75

DEPARTMENT COMMENTS

The Auditor's Office will delete two positions and hold two positions vacant in the General Fund Support budget for a savings of $140,445.

The Auditor's Office was not able to reduce services and supplies in total because of increases in matrix costs. However, we significantly reduced travel, memberships and other line items in an attempt to offset other services and supplies accounts that are outside of our control. There is a small decrease in intrafund charges because of a decrease in required staff time for DSS.

The General Fund Support budget also includes revenue estimates of $604,522 attributable to the staff assigned to the ERP system implementation. We have budgeted $40,000 for SB90 revenue, which is consistent with the prior year and is significantly less than the current years filed claims. Administrative services support revenue has increased to account for higher staff costs associated with these tasks. Other changes from the prior year include new revenue of $45,000 for payroll services for Courts, a decrease in 1915 Bond Act Assessment revenue due to fewer bonds outstanding and an increase in Special Assessment fees.

Overall, we have met the General Fund Support requirement but have very little cushion for unanticipated needs or mandates, which routinely impact our department. We are dedicated to stay within the budget submitted and will only request additional resources if deemed absolutely necessary.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget reflects a 1% or a $33,271 increase in General Fund Support. Two positions are recommended for elimination, an Account Clerk and one half-time Accountant-Auditor. As the number of total County employees has decreased due to the closure of General Hospital, the contracting out of clinics and the overall staff reduction due to budget constraints, it is recommended that internal support departments such as Auditor-Controller reduce staffing. As stated above, elimination of these positions leaves little cushion for unanticipated needs or mandates. The budget does include the personnel expense and revenue associated with the second year of the Enterprise Financial System (EFS) project.

Revenue is recommended at a 12% or $138,252 increase over the current year. This is attributable to revenue associated with staff assigned to the EFS project and revenue for Court payroll services.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Pay county bills on time and accurately.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of bills, with proper documentation, paid within 7 days of receipt of claim for payment in the Auditor's Office.	100%	100%	100%	100%	100%	100%

What: Measures our compliance with the deadline that assures bills are paid timely.

Why: Bill processing procedures insure that all claims will receive immediate attention, will be reviewed for appropriateness and accuracy, and establish a reasonable period when departments and vendors may expect payment.

How are we doing? All bills have been paid or rejected within the appropriate timelines.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of county vendors identified as "satisfied" or "very satisfied" with payment timeliness and courteous response to inquiries.	94%	N/A	94%	94%	- 0 -	94%

What: The survey measures our vendors' satisfaction with department service and performance.

Why: Our purpose is to meet or exceed the performance expectations of our vendors.

How are we doing? We've delayed the 03-04 survey until 04-05 because prior results were overwhelmingly positive.

Department Goal: Provide periodic review of the internal controls of County Departments to ensure compliance with policies and procedures, and minimize losses from fraud or misappropriation.

Communitywide Result Link: A well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of cash counts, special district audits, trust fund reviews, and grant compliance audits performed for County departments.	36	32	26	30	33	30

What: The Internal Audit Division studies a sampling of various offices, districts, funds, and programs each year. Selection is made based on legal mandates, and measures of risk such as dollar value, complexity, and/or the existence of other checks and balances.

Why: These audits and reviews help to prevent or minimize losses from fraud and from non-compliance with program funding requirements. Since department managers in most cases do not know if their operation will be selected for detailed audit in any particular year, this serves as a deterrent for lax internal controls.

How are we doing? In general, County funds were spent for the purposes for which they were received.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of concessionaire, bed tax, or service provider audits completed.	21	15	23	10	24	14

What: Selected concessionaires, hotels, and major contracted service providers are audited on a rotating basis so that they can expect to be studied once every three or four years. Hotels and most concessions pay the County based on percentages of gross receipts, and many contractors are paid based on counts of eligible services provided.

Why: These audits help to insure that the County is receiving all the revenue that it is entitled to, and that payments made are for services actually received. In addition, we try to maintain a level playing field so that local businesses pay no more or less than their fair share under the law, and are properly compensated when contracting with the County.

How are we doing? We have expanded our service provider audits to include some of the contractors with Department of Social Services, Mental Health, and Probation.

Department Goal: Maintain the financial health of the County by developing effective annual budgets, accurately identifying expenditures, and ensuring recovery of revenues from state and federal sources.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Amount of reimbursable mandated costs submitted pursuant to state parameters (SB 90).	$1,200,000	$1,170,000	$2,400,000	$2,400,000	1,500,000	$1,500,000

What: The State reimburses County's for costs associated with selected new programs mandated by the State. The Auditor's Office is responsible for coordinating the preparation and submission of SB90 claims.

Why: Maximizes revenue to the departments responsible for implementing new mandated programs.

How are we doing? The Auditor's Office strives to maximize revenue from the SB90 program. New legislation has restructured the Handicapped Student claim filed by Mental Health as a contracted cost. This change will result in a reduction of claims filed by approximately $750,000. Additionally, the threshold for claims has been reduced to $1,000 resulting in fewer claims filed. In total, a projected result for 03-04 and the 04-05 target is expected to decrease to $1,500,000. Please note that the state has deferred SB 90 payments to counties for the foreseeable future due to the state budget crisis. The state is obligated to pay counties in the future, including interest.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
A favorable audit, by the State Controller's Office, of reimbursable costs allocated through the Countywide Cost Allocation Plan, prepared in accordance with federal regulations.	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions	Audit with no exceptions

What: State and Federal agencies allow for County's overhead cost reimbursement through numerous programs and grants. The Countywide Cost Allocation Plan is a tool used to distribute overhead costs to programs and departments within the County.

Why: The County is reimbursed for overhead costs.

How are we doing? The 2004-05 plan was audited by the State Controller's Office and no adjustments were required. $31,857,000 of overhead costs was accepted.

Department Goal: Provide timely and accurate financial information for the public, Board of Supervisors, and County departments.

Communitywide Result Link: A well-governed community.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Average number of days it takes to provide departments with a complete set of revenue, expense, and general ledger reports after month end.	2 days	1 day	1 day	1 day	1 day	1 day

What: Financial reports are produced each month that identify the countywide and all funds financial position, in addition to the budget status for each department.

Why: Timely financial reporting provides the Board and the public access to current reliable information as needed and provides County Departments the fiscal reports necessary to effectively manage their budgets from month to month.

How are we doing? Online reporting has allowed us to reduce the time it takes to get month end financial information to departments from 2 days to 1 day.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of financial status reports prepared for the Board of Supervisors and the public.	3	3	4	4	4	4

What: This report provides a snapshot view of the County's financial status four times per year. The report is also distributed to public libraries and is open to public comment at Board meetings.

Why: To determine the financial status of the County and provide the Board of Supervisors current information to aid them in fiscal decision-making.

How are we doing? The reports are prepared in conjunction with the Administrative Office. Countywide trends and department budgeted differences are presented to the Board of Supervisors. Some years a fourth quarter or year-end report is not completed which accounts for the variation in results.

9 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of new mandated accounting changes implemented in a timely manner.	100%	100%	100%	100%	100%	100%

What: These pronouncements are changes in accounting methods and practices that have been prescribed by regulatory bodies. Each pronouncement is noted with established implementation dates.

Why: Timely implementation of these pronouncements insures compliance with generally accepted accounting principles and the assurance our financial information is acceptable throughout the industry and government.

How are we doing? We continue to implement new accounting changes within the mandated deadlines.

10 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Earn a clean auditor's opinion on the Comprehensive Annual Financial Report (CAFR).	1	1	1	1	1	1

What: The clean opinion measures the reliability, integrity and accuracy of the information presented in the County financial statements.

Why: Provides assurance to the public, investors and others that the County's financial position is presented fairly and accurately.

How are we doing? In fiscal year 2003-04 we received an unqualified "clean" opinion from our independent auditors.

Department Goal: Prepare biweekly payroll accurately, on time, and in accordance with Board approved employee contracts and state and federal regulations.

Communitywide Result Link: A well-governed community.

11 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of payrolls processed on time and in compliance with applicable regulations.	100%	100%	100%	100%	100%	100%

What: Make accurate and timely payroll.

Why: Mandated by State law.

How are we doing? The Auditor-Controller's Office continues to provide accurate and timely payroll services to County employees.

Department Goal: Monitor the accuracy of tax collections and distribute property tax revenue to the County, cities, schools and special districts while ensuring compliance with state law.

Communitywide Result Link: A well-governed community.

12 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of taxes distributed on time and accurately, per Revenue and Taxation code, to county taxing entities including cities, redevelopment agencies, schools, special districts, and joint powers authorities.	100%	100%	100%	100%	100%	100%

What: Monitor the accuracy of tax collections and distribute property tax revenue in compliance with state law.

Why: Mandated by state law.

How are we doing? Current property taxes of $282,000,000 were distributed in 2003/2004.

Department Goal: Insure that all automated accounting systems are designed to provide easy access to relevant data and are maintained with adequate internal controls and audit trails.

Communitywide Result Link: A well-governed community.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of offices, departments, institutions, and districts for which the Auditor, per Government Code Section 26881, prescribes and exercises general supervision over the accounting forms and method of keeping the accounts.	86	86	85	85	84	85

What: This measures the number of users who require our services and access to our data.

Why: It is important to know who our users are and that they are receiving the information they need.

How are we doing? This measure may change from time to time as new agencies are formed and other agencies are combined, eliminated or restructured.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Provide users with at least one significant system enhancement annually.	1	1	1	1	1	1

What: We are committed to improving our systems and the information they provide.

Why: Departments are continually being asked to do more with existing staff. Our goal is to provide users with improved systems to meet increased requirements.

How are we doing? We are continually improving the availability of information through automation.

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of users that receive annual workshop training sessions on automated financial management, human resource/payroll and budget preparation systems.	75%	75%	85%	85%	85%	85%

What: This measures our desire to be certain users know what systems and information are available and how to use them.

Why: Users will know what information is available and how to retrieve it given adequate training.

How are we doing? We are providing annual training to keep users up-to-date on systems and help new users learn what is available. We also provide training when new enhancements are implemented or when users ask for assistance.

Department Goal: Provide high quality, cost effective Auditor-Controller services.

Communitywide Result Link: A well-governed community.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Auditor Controller staff per 100 County employees.	New Measure	New Measure	1.5	1.4	1.4	1.5

What: This shows Auditor Controller staffing levels per 100 county employees.

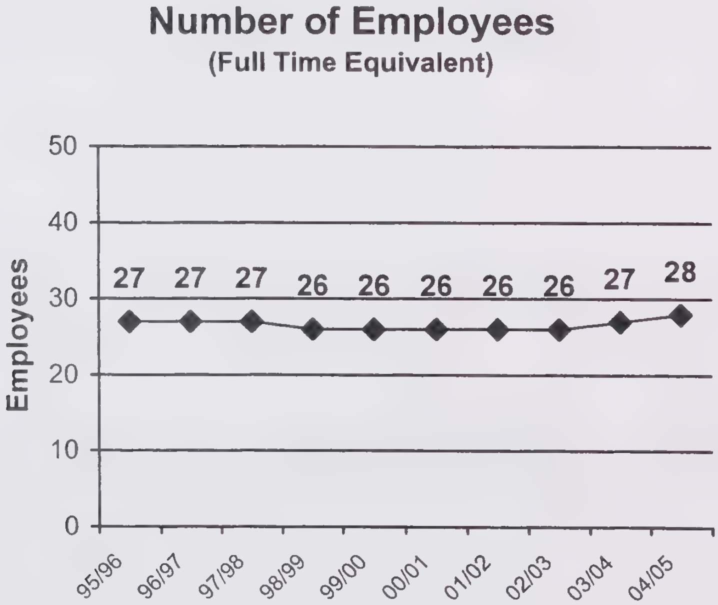
Why: This data can be compared with Auditor-Controller offices of similar characteristics to provide one measure of whether we are appropriately staffed.

How are we doing? Staffing levels per 100 employees for our comparable counties (6 counties surveyed) ranged from a low of 0.5 in Kern County to a high of 1.8 in Napa County, with the average at 1.3. Our staffing levels are slightly above the average, but well within the range of our comparable counties.

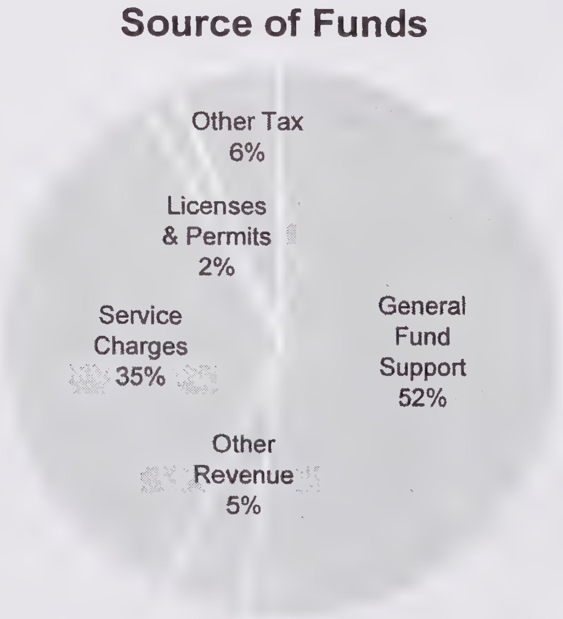
MISSION STATEMENT

The Treasurer, Tax Collector, Public Administrator's staff is committed to provide quality service to the community. This includes efficient collection and prudent management of public funds needed for public services.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,757,045	$ 1,971,314	$ 2,117,551	$ 2,185,968	$ 2,185,968
Services and Supplies	301,601	275,661	313,408	288,411	288,411
Other Charges	0	0	0	0	0
Fixed Assets	8,462	17,021	9,900	9,900	9,900
**Gross Expenditures	$ 2,067,108	$ 2,263,996	$ 2,440,859	$ 2,484,279	$ 2,484,279
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 2,067,108	$ 2,263,996	$ 2,440,859	$ 2,484,279	$ 2,484,279
Revenues	842,804	1,051,020	1,084,209	1,189,701	1,189,701
General Fund Support (G.F.S.)	$ 1,224,304	$ 1,212,976	$ 1,356,650	$ 1,294,578	$ 1,294,578

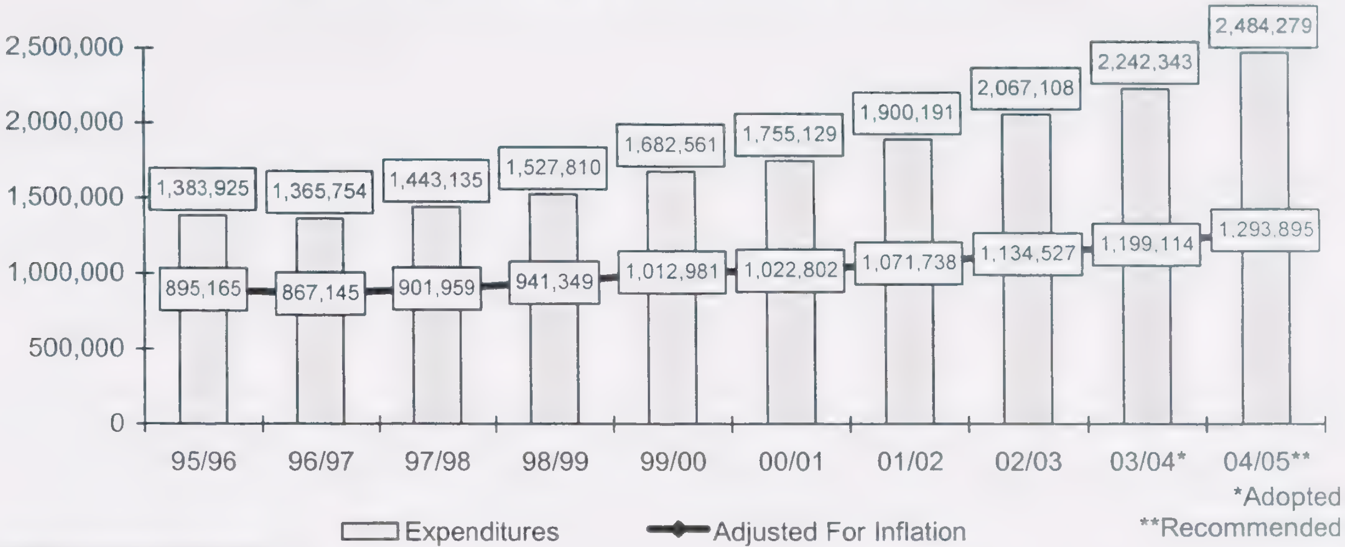


Number of Employees
(Full Time Equivalent)



Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Local Mandated Collections

Administer the issuance of business licenses for all unincorporated areas of the County, collect and account for business license regulatory fees, and Transient Occupancy Taxes (hotel bed taxes).
Total Expenditures:

Total Expenditures: $58,587 Total Staffing (FTE): .76

Public Administrator

Administer the estates of deceased county residents when there is no one willing or qualified to act as executor or administrator of the estate to ensure compliance with legal mandates. Services include coordinating property sale or other disposition; researching and notifying beneficiaries; processing court documentation, income tax returns, wills; and ensuring payments to creditors.

Total Expenditures: $114,115 Total Staffing (FTE): 1.23

Secured Collections

Manage the billing, collection, and accounting of taxes secured by real property, i.e. residential and commercial land and buildings. Implement a collection program for delinquent property taxes and coordinate the sale of tax-defaulted property through sealed bid sales, "Chapter 8" agreement sales, and public auctions.

Total Expenditures: $1,060,529 Total Staffing (FTE): 11.56

Supplemental Collections

Manage the billing, collection, and accounting of Supplemental Property Taxes (secured or unsecured) when the property value is reassessed due to a change in ownership or the completion of construction on real property.

Total Expenditures: $152,092 Total Staffing (FTE): 1.99

Treasury

Provide banking services including receiving, depositing, investing, and controlling all monies belonging to the County, school districts, and special districts for which the County Treasurer is ex-officio treasurer. Support the schools, special districts, and the County in issuing and selling bonds and special tax assessments.

Total Expenditures: $709,208 Total Staffing (FTE): 7.58

Unsecured Collections

Manage the billing, collection, and accounting of taxes on unsecured property, i.e. business fixtures and equipment, racehorses, airplanes, and boats. Implement a collection program for delinquent unsecured property taxes.

Total Expenditures:$389,748 Total Staffing (FTE): 4.88

DEPARTMENT COMMENTS

The Status Quo Budget Request for FY 04-05 reflects the combined Office of Treasurer, Tax Collector, Public Administrator's continuing focus on providing efficient, quality, and cost-effective service to the community. It also provides the department with the ability to generate increased revenue and taxes for the County General Fund.

The department received approval for a limited term Financial Analyst I, II, III position from the Board of Supervisors at their April 6, 2004, meeting. This position will be utilized to intensify the collection of delinquent unsecured taxes, which will result in an increase of revenue and taxes credited to the department and the County General Fund. Each year, approximately $1.2 million unpaid unsecured tax bills merge to the delinquent unsecured system. Currently, the accounts eligible for collection enforcement, per Revenue & Taxation Code, total approximately $2.7 million. The department's goal for fiscal year 2004-05 is to collect an additional $500,000 of the qualified delinquent unsecured taxes. The County General Fund will receive approximately 23% of the collected taxes. It is estimated that with the active collections program, the department will receive an additional $15,000 in fee revenue.

The Status Quo Budget Request also includes an amount of $9,900 for the replacement of a 12 year-old endorser/microfilmer. Parts are no longer available for the endorser/microfilmer and it is at the end of its useful life. The department utilizes this equipment in order to efficiently retain taxpayer records as required by law.

A major and significant accomplishment by the department is the successful implementation of “Taxes on the Web” (TOW), developed in-house by the department. TOW provides tax information to the public via the Internet on a 24/7 basis. The department also provides the public with the ability to pay their taxes on the Internet using an outside vendor. The department continues with its enhancements of TOW in fiscal year 2003-04. One current enhancement enabled the problem payment process to include the TOW data to automate some taxpayer correspondence. TOW is a major component of the department Customer Service Program (CSP). The goal of the CSP is to enhance service to the public and improve the safety and security of its employees.

Other significant accomplishments by the department are the continued enhancements to the Tax Sale process, Tax Sale Access System, and Public Auction on the Internet. These achievements resulted in increased property tax sales which, ultimately, generated higher revenues to the County. The department has also developed a procedure to focus and report on continuous improvements and cost-savings in its operations.

The combined Office of the Treasurer, Tax Collector, Public Administrator continues to actively look into and adopt best practices to effectively and efficiently perform its duties. The office will continue to utilize automated systems to maintain and enhance quality customer service even with the increasing complexity and growth in workloads. The department is committed to contribute further to the Communitywide Results adopted by the Board of Supervisors of improved services to the public.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended FY 04-05 budget includes a $50,212 or 4% increase to the General Fund Support for the Treasurer, Tax Collector, Public Administrator's department as compared to FY 03-04. Total expenses are increasing 10%. Salaries and benefits are increasing 11%. Of the 11% increase, 8% is attributable to worker's compensation, liability, and prevailing wages. The remaining 3% growth in salaries and benefits is due to a two-year limited term Financial Analyst that was added to the department on April 6, 2004.

The two-year limited term Financial Analyst position will support the Enterprise Financial System (EFS) project 2/3 time. The Treasurer, Tax Collector, Public Administrator will be reimbursed for 2/3 of the position during FY 04-05 by the EFS project. The remaining 1/3 of the position during FY 04-05 and all of the position during FY 05-06 will support the collection of delinquent unsecured taxes. The targets for this position include the collection of an additional $500,000 of unsecured taxes during FY 04-05 and an additional $333,000 during FY 05-06.

Revenues are increasing $191,000 or 19%. Ninety thousand dollars is revenue from the EFS project to support the limited term Financial Analyst position. An additional $90,000 is attributable to a 15% increase in Administrative Service Fees which are the costs associated with managing the treasury.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide helpful, courteous, responsive service to County departments and the public while accommodating all reasonable requests.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of time that a reply is sent, within seven (7) business days, in response to incoming correspondence.	99%	98%	100%	100%	100%	100%

What: Response time to customer requests.

Why: To ensure effective customer service.

How are we doing? One of our office policies is to respond promptly to correspondence.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of customer satisfaction surveys that rate tax collection services as "good" or "excellent."	99%	95%	100%	100%	98%	100%

What: Satisfaction survey results collected from customers who are served in person and through the mail.

Why: To ensure effective customer service and track changing customer expectations.

How are we doing? A survey was conducted of taxpayers at the public service counter from November 2003 through April 2004. Of the 98 responses, 94 rated Tax Collection Services as "excellent", 2 as "good", 1 as "average", and 1 as "poor."

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of customer satisfaction surveys from depositors with the County Treasury which rate department performance as "good" or "excellent."	94%	100%	100%	100%	100%	100%

What: Satisfaction survey results collected from depositors with the County Treasury.

Why: To ensure effective customer service and track changing customer expectations.

How are we doing? A customer satisfaction survey of depositors was conducted during the 1st week of November 2003 through the 1st week of December 2003. We received 22 responses to the survey, with 17 rating Treasury service as "excellent" and 5 rating as "good."

Department Goal: Manage the Treasury investment pool, which includes deposits from the County, schools, and special districts, in a manner that ensures the preservation of capital and provides the ability to meet the cash flow needs of the pool participants.

Communitywide Result Link: A prosperous community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of public funds invested.	99%	99%	99%	99%	99%	99%

What: The percentage of available funds invested.

Why: To maximize the return on investment for public funds not immediately required to support governmental operations.

How are we doing? The County Treasurer's policy is to invest all County funds that are not immediately needed. We can invest such a high proportion of our funds because we utilize modern banking techniques such as electronic transfers, controlled disbursements, and on-line account tracking.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of time that the annual County Treasury Oversight Committee investment compliance audit results in 100% compliance.	100%	100%	100%	100%	100%	100%

What: The County Treasury Oversight Committee was formed in 1996 and has authorized audits of the Treasury each year.

Why: The annual audit ensures that operating procedures are effectively being implemented to preserve capital and meet cash flow requirements of the pool participants.

How are we doing? These audits have found the Treasury to be in compliance with the San Luis Obispo County Treasury Investment Policy.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of times Treasury investments are liquidated prior to maturity in order to meet cash flow requirements.	0	0	0	0	0	0

What: Treasury investments are liquidated only in the event that cash flow requirements cannot be met in any other way.

Why: Prematurely liquidating investments can result in penalties or loss of interest and is undesirable.

How are we doing? We consistently meet this target. However, we maintain a large inventory of highly liquid investments that would allow us to meet significant, unanticipated cash flow obligations if necessary.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Number of quarter end reports in which the net yield on San Luis Obispo County Treasury investments falls more than 0.5% below the yield earned by the State Local Agency Investment Fund (LAIF).	0	0	0	0	0	0

What: Investment yields (return on investments minus all administrative and banking costs).

Why: By law, the investment yield is the third priority after safety and liquidity is met.

How are we doing? County Treasury has outperformed LAIF for the last two years. Beginning with quarter ended 6/30/03 through 6/30/04, LAIF has outperformed the County Treasury between .10% to .20%. LAIF usually outperforms the County Treasury yield because: 1) The LAIF portfolio is $58 billion vs. $453 million in the County Treasury portfolio; & 2) LAIF is an investment fund whereas the County Treasury must cover the costs of daily operations.

Department Goal: Maintain modern, efficient treasury cash management and banking systems, providing proper internal controls to safeguard, manage, and account for liquid assets.

Communitywide Result Link: A prosperous and well-governed community.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of Treasury bank accounts that reconcile daily.	100%	100%	100%	100%	100%	100%

What: Bank account reconciliations.

Why: Daily reconciliations ensure effective internal control to safeguard, manage, and account for liquid assets.

How are we doing? Although daily bank account reconciliations are not required, better fiscal control results from this activity. We are meeting our target of reconciling treasury accounts daily.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of time that "no findings" is the result of the internal quarterly audit by the Auditor's Office and the annual audit by outside auditors.	100%	100%	100%	100%	100%	100%

What: Internal quarterly and external annual audit results.

Why: Internal and external audits ensure that procedures are being maintained to ensure effective internal control to safeguard, manage, and account for liquid assets.

How are we doing? We normally pass our audits without any negative findings. Sometimes suggestions are made by the audit team to further improve our procedures.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Maintain a "AAA/V1+" credit rating by Fitch, Inc. for the Treasury Combined Pool Investments.	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"	"AAA/V1+"

What: Independent rating of creditworthiness.

Why: Credit ratings are an objective measure of the County's ability to pay its financial obligations.

How are we doing? San Luis Obispo County currently has a "AAA/V1+" credit rating which is the highest rating available from our rating agency Fitch, Inc.

Department Goal: Process tax payments promptly and accurately to provide timely availability of funds to the government agencies for which taxes are collected.

Communitywide Result Link: A prosperous community.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Collection costs as a percentage of Current Secured taxes collected.	New measure	0.27%	0.29%	0.28%	0.29%	0.29%

What: Costs to collect Current Secured taxes.

Why: To comply with the legal mandate to collect current year property taxes.

How are we doing? For FY 03/04 the County collected approximately $281,970,170 in secured taxes. The Treasurer/Tax Collector's budget for this same period was roughly 0.29%. Additionally, please note that the Tax Collector's Office is continuing to explore and implement improvements to its automation and E-Commerce to maintain or reduce costs. Of comparative counties surveyed, Placer at 0.26% (most current available data) is the closest to San Luis Obispo County in the number of assessments.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of courtesy notices to all delinquent, secured, and unsecured property tax accounts mailed by the established target dates.	100%	100%	100%	100%	100%	100%

What: Reminder notices sent for unpaid property taxes.

Why: To collect the delinquent taxes and provide adequate notice in the event that a property becomes tax-defaulted.

How are we doing? We meet our policy of mailing all the courtesy notices by the target dates.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of delinquent taxes collected on properties that are sold through sealed bids, "Chapter 8" agreements, or public auction due to a default on tax payments for more than five (5) years.	83%	83%	93%	90%	95%	93%

What: Taxes collected on properties that are sold after the tax payments are delinquent for more than five (5) years.

Why: To comply with legal mandates that require the recovery of defaulted taxes.

How are we doing? Tax sales by internet auction, agreement, and sealed bids are being conducted on an annual basis to more quickly resolve unpaid taxes for properties that are tax-defaulted for five years or more. Due to a higher number of sales in internet auctions, the percentage of taxes collected on properties sold has increased in FY 03-04.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of annual, current secured property taxes owed that is not collected.	1.4%	1.3%	1.0%	1.2%	1.2%	1.0%

What: Collection of property taxes.

Why: To comply with legal mandates that require the collection of property taxes.

How are we doing? For FY 03/04, San Luis Obispo County had an uncollected current secured tax charge percentage of 1.2%, as compared to the state average of 2.4% in 02/03 (the most recent data available). This is consistent with the Tax Collector's stated goal of "1% below the average uncollected tax rate of other California counties."

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of qualified delinquent unsecured taxes collected.	N/A	N/A	N/A	N/A	N/A	20%

What: Collection of delinquent unsecured taxes.

Why: Revenue and Taxation Code 2963, prohibits active collections of taxes on the unsecured roll after three years from the date taxes become delinquent. As of December 2003, the amount of delinquent taxes subject to active collections is approximately $2,700,000. It is our goal to enhance the collections program by increasing our collection efforts during the first year of delinquency, therefore enhancing revenues.

How are we doing? With current resources, we are collecting 10% of qualified delinquent unsecured taxes. With an expanded program, we project to increase our collection to 20% in F/Y 04-05.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of business licenses issued on the same day the license application is approved and payment received.	100%	100%	100%	100%	100%	100%

What: Business licenses issued the same day.

Why: To provide effective customer service to business owners in the County.

How are we doing? Business licenses are consistently issued by the Tax Collector the same day they are approved. However, it is important to note that some business licenses require approval by other County agencies before they can issued by the Tax Collector.

17. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of Transient Occupancy Tax and business license revenue deposited within one accounting day of receipt.	100%	100%	100%	100%	100%	100%

What: Revenue received from hotel bed taxes and business licenses deposited within one accounting day of receipt.

Why: To achieve the maximum cash flow and interest earnings possible.

How are we doing? Revenue deposits are made daily in accordance with office policy.

18. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of Transient Occupancy Tax and business license revenue spent on collection efforts.	1.3%	1.1%	1.4%	1.2%	1.1%	1.3%

What: Collection expense expressed as a percent of revenue.

Why: To measure the efficiency of the collection process over time.

How are we doing? For the fiscal year ending 6/30/04, our collection cost was 1.1% of the total revenue collected. The collection cost ratio over the last five years has been as follows: 1.4% in 2002-03, 1.1% in 2001-02, 1.3% in 2000-01, 1.3% in 1999-00, and 1.6% in 1998-99.

Department Goal: Implement cost justified, proven technologies to improve automated processing and reporting systems to provide current, accessible, and accurate information for the public.

Communitywide Result Link: A well-governed community.

19. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of time that the Automated Voice Response System is functioning properly with current information and selection options.	95%	98%	98%	95%	98%	98%

What: The Automated Voice Response System provides property tax information 24 hours a day, seven days a week for the convenience of the public.

Why: This system is often the public's first point of contact with the Tax Collector to obtain property tax payment status and should be accurate and accessible to ensure quality service to the public. This system is important to the department as it handles calls that otherwise would be handled by staff. In fiscal year ending 6/30/04, it handled approximately 25,000 calls, 6,000 of which did not transfer to the department's staff.

How are we doing? We check the Automated Voice Response System frequently to ensure that it is working properly and providing accurate information. We are meeting the target.

20. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of information on the department website that is accurate and up to date.	New measure	100%	100%	100%	100%	100%

What: The Treasurer, Tax Collector, Public Administrator website is a source of useful, governmental information to the public.

Why: The Tax Collector website should be accurate and accessible to ensure quality service to the public.

How are we doing? We are constantly changing the website to add or change information as needed. This is a very dynamic information source because there are so many ways to enhance the website.

21. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of E-commerce plan developed that will enable the public to review and transact business on-line with the Treasurer, Tax Collector, Public Administrator in the future.	New measure	75%	100%	100%	100%	N/A

What: The Treasurer, Tax Collector, Public Administrator website will be modified in the future to allow for electronic commerce with the community.

Why: The ability to transact business 24/7 on-line is an important, future tool to improve the quality of service to the community.

How are we doing? We are continuing to develop prototype modules for department services. This year, we have implemented the Taxes on the Web phase of the plan that provides property tax information and payment capabilities to the public over the internet.

22. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of Customer Service Program implemented that will enable the public to review and transact business on-line with the Treasurer, Tax Collector, Public Administrator.	N/A	N/A	N/A	N/A	N/A	80%

What: The Treasurer, Tax Collector, Public Administrator website will be modified to allow for electronic commerce with the community.

Why: The ability to transact business 24/7 on-line is an important, future tool to improve the quality of service to the community.

How are we doing? We are continuing to develop prototype modules for department services. This year, we are updating and maintaining the Taxes on the Web system that provides property tax information and payment capabilities to the public over the internet.

Department Goal: Efficiently administer the estates of deceased County residents when there is no executor or administrator to protect estate assets in the best interests of the beneficiaries, creditors, and the County.

Communitywide Result Link: A well-governed community.

23. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of fiduciary, trust, and checking accounts reconciled within five (5) business days of receipt of statements.	100%	100%	100%	100%	100%	100%

What: Bank accounts reconciled on behalf of the estates.

Why: To ensure compliance with legal requirements and protect the estate assets.

How are we doing? We consistently reconcile these accounts within five (5) days according to our policy.

24. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of referrals to the Public Administrator that are completed with an initial investigation report, burial arrangements, and any required initial legal filing within 15 business days.	100%	100%	100%	100%	100%	100%

What: Cases referred to the Public Administrator when no executor or administrator is available.

Why: To ensure compliance with legal requirements and protect the estate assets.

How are we doing? We begin each estate investigation immediately upon notification according to our policy.

25. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03/04 Adopted	03-04 Actual	04-05 Target
Percentage of estate assets secured within three (3) business days of referral.	100%	100%	100%	100%	100%	100%

What: Estate assets secured.

Why: To ensure compliance with legal requirements and protect the estate assets.

How are we doing? We immediately secure discovered assets to protect them from loss or theft according to our policy.

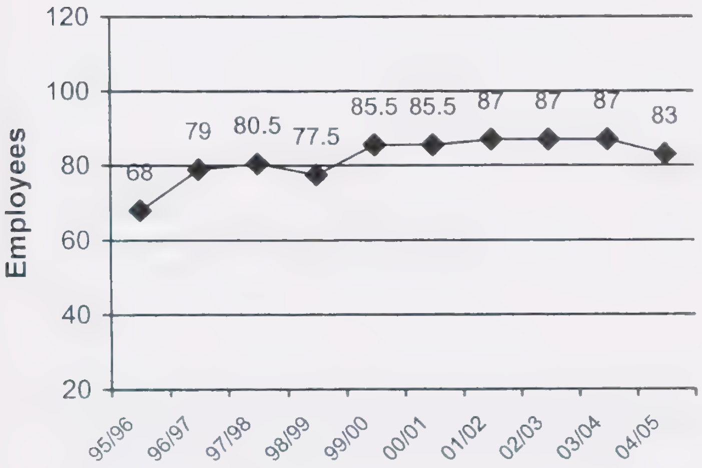
MISSION STATEMENT

We take pride in providing fair and accurate property assessments and services that reflect our personal commitment to integrity and excellence.

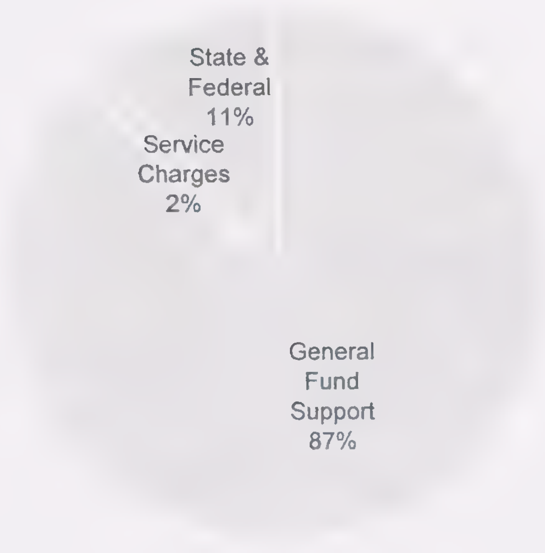
Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 5,277,081	$ 5,889,254	$ 6,252,921	$ 6,064,724	$ 6,064,724
Services and Supplies	791,992	693,815	735,687	743,127	743,127
Other Charges	0	0	0	0	0
Fixed Assets	0	0	12,000	0	0
**Gross Expenditures	$ 6,069,073	$ 6,583,069	$ 7,000,608	$ 6,807,851	$ 6,807,851
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 6,069,073	$ 6,583,069	$ 7,000,608	$ 6,807,851	$ 6,807,851
Revenues	1,127,670	941,268	867,705	871,288	871,288
General Fund Support (G.F.S.)	$ 4,941,403	$ 5,641,801	$ 6,132,903	$ 5,936,563	$ 5,936,563

Number of Employees

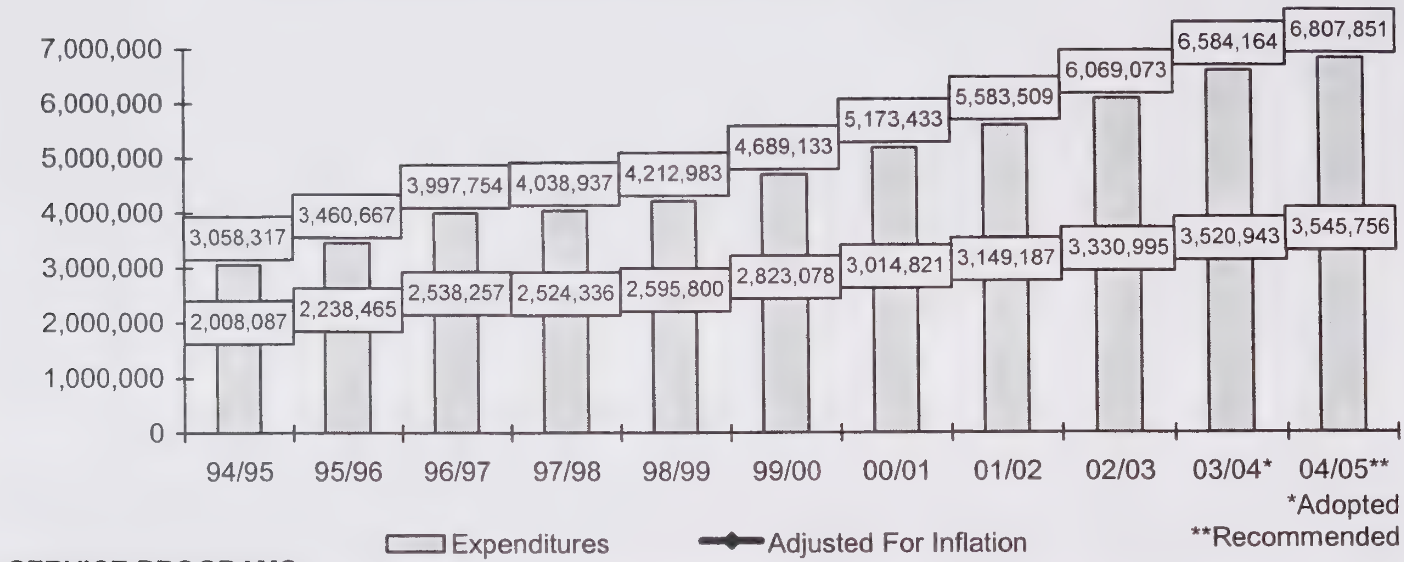
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



*Adopted
**Recommended

SERVICE PROGRAMS

Administration

Oversee the preparation of all property assessments, manage personnel issues, develop and monitor the department budget, coordinate accounts payable and payroll.

Total Expenditures: $1,021,177 Total FTE 5

Assessment Valuation, Reviews, and Appeals

Review and assess the value of secured real property (i.e. land and buildings) when there are changes in ownership, new construction, declines in market value, disaster relief, and other appraisal events. Review, audit, and assess the value of unsecured business property (i.e. business equipment, boats, aircraft, etc.). Assessments appealed by property owners are reviewed, processed, tracked, and staff presents recommendations to the Assessment Appeals Board.

Total Expenditures: $885,021 Total FTE: 7

Assessment Standards

Analyze and track legislation pertaining to property taxes; develop and implement procedures upon passage of new legislation; compile and deliver internal and state mandated reports to appropriate agencies; oversee training for staff; implement and maintain the automated systems within the Assessor's Office.

Total Expenditures: $3,403,926 Total FTE: 38

Public Service

Provide information to the public regarding property assessments and property tax laws in person, over the telephone, and by written communication including pamphlets, public service announcements, the Internet, and annual notifications, etc.

Total Expenditures: $355,370 Total FTE: 5

Roll Preparation

Update and maintain the property assessment records. This includes creating and maintaining property parcel maps; verifying and updating ownership data when property ownership is altered; maintaining exemptions; updating valuation data and property attributes; processing revised assessments; maintaining the supplemental tax records; and other functions.

Total Expenditures: $1,142,357 Total FTE: 28

DEPARTMENT COMMENTS

Summary of 2003/04

- Mapping and Property Transfer Technician's production is 10% higher than the average for the prior seven years.
- Property Appraisers increased their production 5% over the previous year.
- Ten years ago 74,000 documents were processed, while four years ago 117,000 documents were processed. That was a 58% increase in six years.
- We estimate between 230,000 and 250,000 documents will be processed during the 2003/04 fiscal year. This is more than a 96% increase in the last four years.
- Increases of this magnitude in just a few short years have surpassed the production capacity of the Assessor's resources.
- Transfer and Mapping staff has grown 13% in ten years (15 to 17 positions).
- Processing of change in ownership documents are approximately six months behind schedule.
- Projected backlogs will result in delayed enrollment and collection of an estimated $5,250,000 in property tax revenues. Additional expenditures in producing revised assessments and tax bills will occur along with taxpayer inconvenience.

Automation improvements:

- The Exigent system is now used to provide electronic images of recorded documents as well as a workflow system for processing the documents. This system has saved the Assessor's Office over $40,000 annually by eliminating the need to make hard copies of recorded documents.
- The APEX system is used to sketch building footprints and calculate the square footage of structures.
- The first module of the AES program to assist appraisers in their valuation of single-family homes was brought on-line in March of 2004.
- Another automation improvement that was completed this spring is the on-line availability of GIS maps and digital aerial photos at the Assessor's front counter for the public to view.

Anticipated Events for 2004/05

- At this time, there doesn't appear to be any relief from a growing workload. Low interest rates have fueled the increase in both changes in ownership and new construction work.
- The San Simeon Earthquake has caused major property damage, and these properties will need to be reassessed as a result.
- The resolution of several complicated assessment appeal cases that have a significant impact on the assessment roll.
- In the fall of 2004, the Assessor's Office will be relocating to the new County Government Building.
- A new county wide optical imaging system is to be implemented. A major document retention plan of imaging, indexing and purging will be developed.
- It is also necessary to upgrade computer equipment in order to meet both standards set by ITD and requirements of new technology.
- The OE cycle will continue during the coming year. It is anticipated that all our processes and systems will be reviewed in greater detail.
- Increased costs continue to escalate with the largest increases beyond the department's control. Salaries have increased by 10% due to Cost of Living Increases and Workers' Comp costs. In addition the combined increase for overhead, insurance, and vehicle costs is 31.5%.
- Revenues have been declining since 1999/00. It is projected that revenues for 2003/04 will fall 25 to 30% short of budgeted amounts. Consequently, the projected revenue for the 2004/05 fiscal year is 40% less than the amount budgeted for 2003/04.

2004/05 Budget Request / Results

In order to control expenditures and meet County Administration's budget goal in the coming year, the Assessor's proposed budget calls for a reduction in services, supplies and equipment. A reduction in staff size is also required.

- The reduction in funding for professional services will eliminate the use of expert witnesses to defend the assessed values of specialized properties such as oil refineries and utilities. Without the expert testimony, the County's ability to successfully defend the roll values is jeopardize.

- As a result of the reduction in travel and training funds, some staff may fail to meet the Board of Equalization's annual training requirements and therefore jeopardizing their certification.
- Under the proposed budget, the Assessor's staff will be reduced from 87 to 83 positions. Funding for temporary help will also be eliminated. As a result, plans to reorganize the staff to address the backlog of work in the Mapping and Transfer Sections will not be implemented. The decrease in staff will also impact the implementation of the document imaging system, and impact the quality of services to the public. Specifically:
    - Assuming our workloads continue at current pace, we estimate the proposed reduction in staff for this coming budget will extend the current backlog (of 4-6 months) of work in the Assessor's Office by up to two months. This translates into delayed enrollment approximately 5,200 "work items", thus delaying collection of an estimated $6,500,000 in property tax revenues.
    - Each "work item" not processed will require a roll revision, which cost an estimated $58.00 per revision and will impact both Auditors Office and Tax Collectors Office.
    - Public Service – Will not have back up staff to assist public on phones or at our public counter. High volume days will create lines at counter, while phone calls will roll over into voice mail system. Some public inconvenience will occur resulting from staff reductions.
    - Appraisal Support - Data input will require more time and delay roll updating. We estimate approximately 6,700 postings will be delayed in the shifting of assignments resulting from staff reductions.

The results of the 2004/05 reductions will add to the challenges faced by the Assessor and his staff. However, even under the current adverse fiscal climate, the Assessor and his staff will continue to seek innovative solutions, and work diligently to improve processes and public services.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for the Assessor includes a 7% (or $428,187) increase in General Fund support compared to the FY 03-04 adopted budget, and reflects a reduction of 4 full-time equivalent positions (FTE), including: 2 Assessment Technicians, 1 Account Clerk and 1 Auditor-Appraiser Trainee. All of these positions are currently vacant. The recommended budget maintains the required funding level to ensure that the Assessor receives the Property Tax Administration Program revenue of approximately $736,000.

Overall, expenses will increase by 3% (or $223,687) primarily due to increases in the prevailing wage and liability insurance costs. Our office worked with the Assessor to trim expenditures in several accounts (in addition to the elimination of 4 positions) to keep the General Fund support at the lowest possible level without loss of the Property Tax Administration Program revenue. The loss of the 4 positions, however, does come at a cost as described in the department's narrative above. If the workload continues to climb as it has in recent years, these backlogs will likely grow, delaying enrollment of property values on the assessment roll, if additional resources are not provided to the department.

Recommended revenues are declining by 19% (or $204,500). This decrease is due in part to a decline in subdivisions and parcel cut or combination activity and associated fee-generated revenue. The most significant factor contributing to the decline in revenue, however, is a reduced amount of Property Tax Administration Program funds available to expend from the trust fund. This program was established by the legislature to provide supplemental funding for County Assessors to bring the assessment rolls current and to ensure verification and timely completion of new assessments. The program is due to sunset on December 31, 2007. Our County receives $736,288 each year, which is held in a trust fund. The revenues are reflected in the Assessor's budget as the funds are drawn down to meet program expenditures. In past years, the annual $736,288 in grant funds has been more than adequate to cover staffing costs as well as the cost of various supplies and automation projects. Reserves had been built in the trust fund enabling the department to expend approximately $860,000 on average over the previous 4 years. However, as staffing costs have increased, a greater proportion of the grant funds have been used to fund staff, leaving smaller amounts in reserve for investments in automation and the purchase of supplies. In FY 04-05, the Assessor plans to expend the full grant amount of $736,288 to fund 13 FTE and approximately $114,000 in software upgrades and various supplies. This plan reflects a continuation of the Assessor's strategy to invest in automated systems to streamline processes and reduce the need to add staff as their workload increases.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: To levy fair and equitable assessments on real property (i.e. land and structures) in an accurate and timely manner by using accepted appraisal principles and prevailing assessment practices.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of the assessment roll completed by June 30th of each year.	98%	97%	97%	97%	94%	98%

What: Measures the assessments that are appraised before the June 30th deadline. For 2003-04 the State Board of Equalization granted an extension to July 30th, 2004 to complete the assessment roll.

Why: Incomplete assessments will generate inaccurate tax bills. As the assessments are completed after the year-end deadline, the Assessor, Auditor-Controller, and Tax Collector must process revised assessments and tax bills. j These revisions increase the costs of preparing the assessment roll and property taxes. In addition, property owners would be inconvenienced by revisions to their assessments and the associated delays.

How are we doing? While we strive to achieve 100% completion of the assessment roll, there are situations that prevent the completion of all work items. This is due to delays in receiving information, items requiring substantial research, or changes to the Revenue and Taxation Code However, for the 2003/04 fiscal year, there was more then the typical number of incomplete items. The backlog of appraisal items from the 2003/04 fiscal year was due to the continuing high volume of recorded documents which impacted the workload. The Assessor's Office is currently conducting an Organizational Effectiveness Cycle, and reviewing systems and processes. As improvements to the systems and processes are implemented the backlog of work items will be eliminated.

2. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of secured and unsecured property reviews filed for every 1,000 assessments.	1.73	1.98	1.64	3	5.97	7

What: Property owners can request the Assessor to review their assessments when their property is damaged, or if they disagree with the values enrolled for new construction or a change in ownership. The number of reviews is used as an indicator of accuracy for the assessment roll.

Why: Accuracy is essential in reducing costly errors in assessments and tax bills.

How are we doing? Typically, a low number of reviews indicates that the accuracy of the real property assessments is high. However, for the 2003/04 fiscal year there was a significant increase in the number of reviews due to the number of properties damaged in the San Simeon Earthquake. Nearly 700 assessment reviews were requested under Revenue and Taxation Code, Section 170 for properties damaged during the earthquake.

3. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of Proposition 8 reviews for every 1,000 secured assessments.	84	68	58	70	58	65

What: Proposition 8 reviews are assessments under review as a result of their market value declining below their assessed base value.

Why: The assessed values of these properties were decreased to reflect the decline in value. They are reviewed every year to monitor the market value in relation to the base value. When the market value rises above the base value, the base value is enrolled again.

How are we doing? As real estate values have stabilized the Proposition 8 workload has remained constant. It was anticipated that the number of Proposition 8 reviews would increase in 2003/04 due to the number of properties damaged in the San Simeon Earthquake. However, properties damaged in the earthquake were primarily processed as reviews under Revenue & Taxation Code 170. Consequently, reviews of properties damaged in the earthquake had little impact on the Prop 8 reviews.

4. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of assessment appeals filed for every 1,000 assessments.	.62	.68	.67	2	.72	2

What: When property owners disagree with their property's assessed value, they may file for an assessment appeal hearing before the Assessment Appeals Board. The number of real property appeals is used as an indicator of accuracy and equity among assessments. A low number of appeals is associated with a greater degree of accuracy and the property owner's satisfaction with their assessments.

Why: The Assessor strives to make accurate and thorough assessments when property is initially valued in an effort to control the costs associated with producing the assessment roll.

How are we doing? For the 2002/03 assessment roll, San Luis Obispo ranked the lowest of 11 similar counties at .62 assessment appeals per 1,000 assessments. The range for the other 11 counties was 1.51 to 3.38 appeals per 1000 assessments. This is based on the most recent data on budgets and workloads provided by the Board of Equalization in June 2004.

5. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of completed assessments per appraiser on staff.	1,350	1,788	1,875	1,825	1,938	1,875

What: This measurement compares the size of the workload per appraiser from year to year.

Why: This indicator tracks changes in production as new procedures or automated systems are introduced.

How are we doing? A 3 % increase is considered a significant accomplishment considering the delays in processing assessments for properties that had changes in ownership during the past year. The increase in the appraisers' production is attributed to improvements in procedures and automation.

6. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Net County Cost per assessment.	$26.85	$26.99	$29.04	$31.50	$33.79	$32.00

What: The measurement is the net county cost (General Fund Support) divided by the total number of assessments.

Why: The Assessor's Office strives to make the most effective use of all available resources in order to produce assessments at a reasonable cost.

How are we doing? The 2 greatest impacts on the cost of producing the assessment roll were the increase in salaries and the decrease in revenues. This resulted in a higher net county cost. However, the most recent BOE "Report on Budget, Workloads, & Assessment Appeals Activities" provides data for the 2002/03 fiscal year. This report indicates that San Luis Obispo had a net county cost that was comparable to 11 of the most similar counties, which had costs ranging from $21 to $38 per assessment. As the Assessor's Office proceeds with the Organizational Effectiveness process, systems and procedures will be reviewed to find more cost effective methods to provide assessment services.

Department Goal: To preserve the integrity and high quality of the assessment records by expeditiously updating and maintaining the data.

Communitywide Result Link: a Well-Governed Community.

9. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of total assessments to be maintained.	165,153	167,509	169,419	171,000	172,000	172,500

What: The Assessor must maintain and update the data for each assessment. The data to be maintained includes ownership information, property owner addresses, tax rate areas, valuation data, parcel boundaries, etc. Hard copy and on-line data is maintained.

Why: To assure accurate assessments, correct tax bills, and proper mailing addresses for billing information. In addition other county departments and the public use the assessment data base for current ownership and mailing address information.

How are we doing? As the County grows the number of assessments continues to increase. While current items are updated expeditiously and timely, the Assessor is actively pursuing new automation programs to prepare for a greater number of assessments in the future. The number of total assessments has increased 12% since 1995.

10. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of recorded documents examined relevant to property ownership.	117,199	148,887	191,870	130,000	187,746	210,000

What: Recorded documents are reviewed to identify assessments that have had changes and need to be updated.

Why: Recorded documents are the primary source of information pertaining to property ownership. Property is appraised when there is a change in ownership.

How are we doing? In the past 10 years the number of recorded documents has doubled. Although the number is slightly less then last year, the volume of documents has prevented the Assessor's staff from meeting the annual processing deadlines and completing the assessment roll on time. Automation has been implemented to some degree. However, the process of analyzing the documents to determine the correct parcels and the impact on ownership does not yield itself to automation. Solutions to managing the increased workload are currently being examined.

11. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of exemptions.	47,467	48,208	48,978	49,500	47,431	To be deleted

What: Property owners may qualify for exemptions (e.g. homeowners, welfare, veterans) on the their property. These exemptions generate a significant workload for the Assessor's Office.

Why: The initial filing of an exemption claim must be timely processed to ensure the taxpayer receives the reduction on their tax bill. Existing exemptions must also be monitored and maintained to assure that only qualified exemptions are applied to assessments in each subsequent year. Events that require a review of an exemption's status include changes in property ownership, property owners who change their legal place of residence, and property owners filing more than one exemption. New claims and changes in existing claims require annual review of church, religious, and welfare exemptions.

How are we doing? Two full time positions are assigned to processing exemptions. This is the same number of positions responsible for the exemptions that we had in 1990 when there were only 38,000 exemptions to process and maintain. Automation has allowed for staff to address a larger workload. The current number of exemptions has decreased due to the low value ordinance. This measure is proposed for deletion because we have found this not to be a high priority measure for tracking the effectiveness of the department.

Department Goal: Achieve 100 % of the performance goal of the California State Property Tax Administration Program to ensure effective assessment practices and continued state funding.

Communitywide Result Link: A Well-Governed Community.

12. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage compliance with performance standards stated in the California State Tax Administration Program (AB 818/719).	112	107	100	100	100	To be deleted

What: PTAP is a program established by the State of California to support county assessors in successfully maintaining assessments and reassess property in a timely fashion. San Luis Obispo qualifies for an annual grant of $736,288.

Why: The State requires compliance with its standards in order to assure funding.

How are we doing? The State has changed the performance goals as of 2002-03. Counties are now required to meet valuation standards for specific assessment categories. The schools' portion of the value added to the assessment roll for these specified categories must be equal to or greater than the amount of the grant. For 2002-03, the increase to the assessment roll in the specified assessment categories generated $2,789,263 for the schools. We are proposing to delete this measure given the States' change in performance goals and the fact that we expect to significantly exceed these goals each year given the valuation of our County's assessment roll.

Department Goal: Design, implement, and maintain automation systems to ensure accurate and timely information to County departments and the taxpayers.

Communitywide Result Link: A Well-Governed Community.

13. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The number of major new programs in progress during the past year that were completed.	Not available	3	2	1	3	To be deleted

What: The Assessor's Office has several programs in progress that will help expedite the updating of ownership and valuation data.

Why: When information is not updated accurately or timely, corrections must be made by the Assessor, and possibly by the Auditor and the Tax Collector. Inaccurate or untimely information is likely to generate incorrect tax bills followed by revised tax bills issued to taxpayers.

How are we doing? During the past year the Assessor's Office has implemented the AES system to further automate the appraisal process. In addition, the process for sending letters to heirs and estates regarding a property owner's death has been automated. There was also significant maintenance to the property system related to the neighborhood data base. Another major program completed this year was the implementation of the Low Value Ordinance.
This indicator will be eliminated for the 2004/05 fiscal year. The procedure for implementing new systems has improved significantly, thereby eliminating the need for this indicator.

Department Goal: To provide high quality services to the public and taxpayers.

Communitywide Result Link: A Well-Governed Community.

14. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
The percentage of responses rating the Assessor's services as satisfactory or higher.	New Measure	Not Available	Not Available	90%	Not Available	90%

What: This measures the favorable responses regarding the Assessor's services.

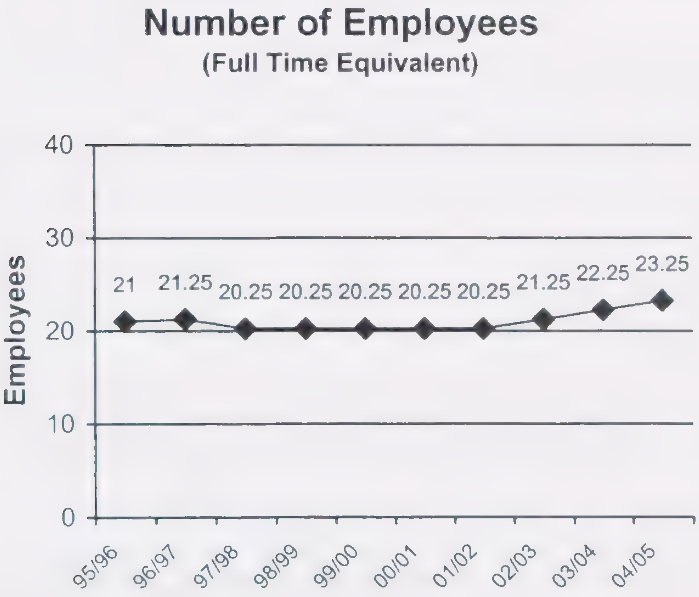
Why: To assure that the public and taxpayers receive high quality service from the Assessor's Office.

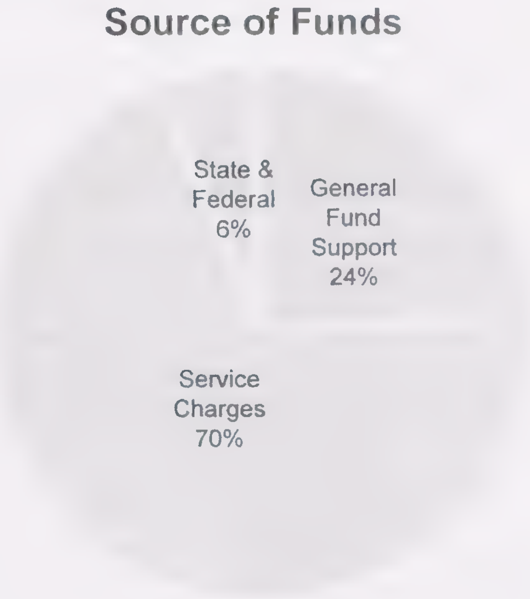
How are we doing? A new public survey is currently being developed. The new survey was to be completed by July, 2004. It is currently scheduled to be completed by October 1, 2004.

MISSION STATEMENT

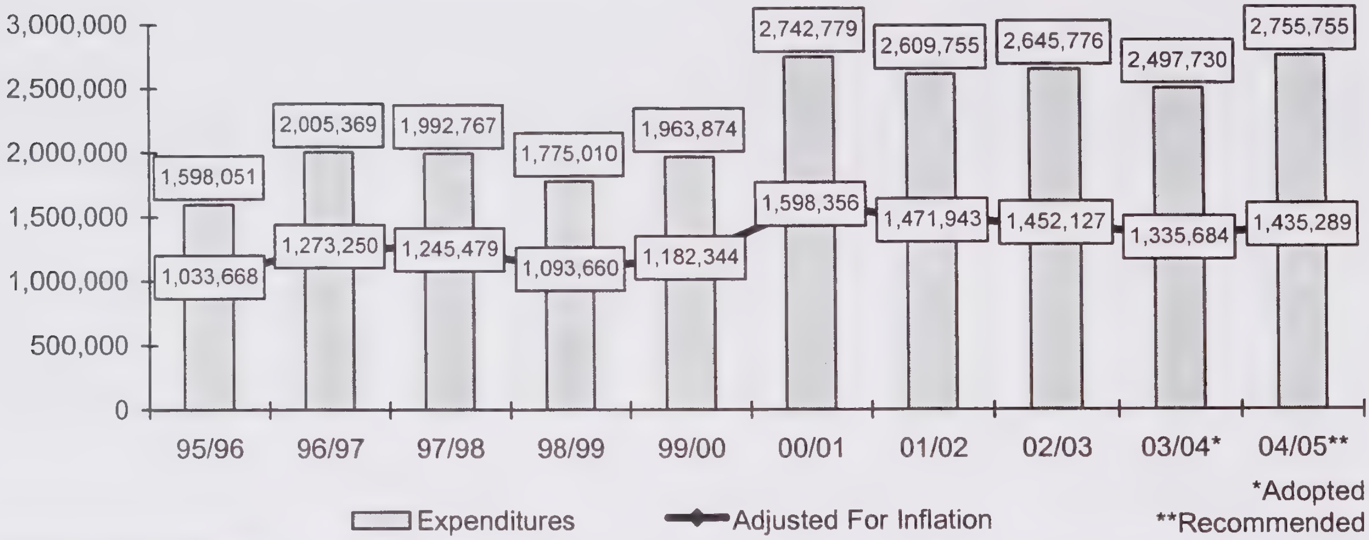
The County Clerk-Recorder's Office is dedicated to providing thorough and timely information with courtesy and respect for our customers.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,407,999	$ 1,692,824	$ 1,685,183	$ 1,681,183	$ 1,681,183
Services and Supplies	1,237,777	1,311,996	1,614,672	1,044,372	1,044,372
Other Charges	0	0	0	0	0
Fixed Assets	0	68,068	162,782	30,200	30,200
**Gross Expenditures	$ 2,645,776	$ 3,072,888	$ 3,462,637	$ 2,755,755	$ 2,755,755
Less Intrafund Transfers	1,211	876	0	0	0
**Net Expenditures	$ 2,644,565	$ 3,072,012	$ 3,462,637	$ 2,755,755	$ 2,755,755
Revenues	2,571,216	2,398,761	2,494,509	2,090,572	2,090,572
General Fund Support (G.F.S.)	$ 73,349	$ 673,251	$ 968,128	$ 665,183	$ 665,183





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Clerk of the Board of Supervisors

Provide professional, knowledgeable staff for all meetings of the Board of Supervisors, and other mandated boards, to produce accurate and timely meeting minutes, preserve and maintain files and records.

Total Expenditures: $311,582 Total Staffing (FTE): 3.3

Commissioner of Civil Marriages

Provide enthusiastic, professional volunteers and staff to perform civil marriage ceremonies.

Total Expenditures: $0 Total Staffing (FTE): 0.0

County Clerk

Provide exemplary service to our customers in issuing marriage licenses, filing notary and other bonds, filing fictitious business name statements and processing of passport applications.

Total Expenditures: $155,320 Total Staffing (FTE): 2.32

Elections

Encourage and maintain the voter registrations of all electors residing within the County; ensure the integrity of the election process in the management and conduct of all elections; provide professional, knowledgeable staff to assist customers and voters in the office and at the polls on election day.

Total Expenditures: $1,065,036 Total Staffing (FTE): 6

Recorder

Maintain the integrity of the Official Records with well-trained staff to examine, record and index property related documents and vital records; provide professional, knowledgeable staff to assist the public in searching title and family histories.

Total Expenditures: $669,002 Total Staffing (FTE) 7.63

Recorder's Restricted Revenues (Special Projects)

Collect and utilize restricted funds to boldly pursue the modernization of delivery systems for official and vital records.

Total Expenditures: $554,815 Total Staffing (FTE): 4.0

DEPARTMENT COMMENTS

The past year has presented tremendous challenges to the Clerk-Recorder's Office, epitomized by the unanticipated recall election. This department was able to continue to respond to the increasing customer demands, due largely to the service improvements and automation advancements that have been implemented over the past few years. Such automation support and advancements continue to be the areas, which demand our attention and budget augmentations. This report will highlight our progress in this area and the additional resources necessary to continue these improvements, particularly in the context of the department's relocation to the new administration building in the later part of 2004. Such relocation presents an opportunity to restructure and enhance the service delivery of the department in numerous areas, as presented in this report.

Recognizing the uncertainties of today's economic climate, the County Clerk-Recorder is requesting only modest budget augmentations while presenting a budget below the Fiscal Year 2003-04 general fund support level. Recorder's restricted revenue is being utilized to fund a full time Department Automation Specialist necessary to support the department's advanced automation needs, as well as a replacement microfiche copier, conversion of vital records from microfilm to images and server upgrades. General fund support is being requested for replacement of the mainframe based voter registration system with a custom off the shelf product and the county share of funding from the Voting Modernization Bond to upgrade voting equipment.

In FY 03-04 the County Clerk-Recorder was able to present a budget that adhered to the prior year net county cost due to reduced overhead and cost trimming efforts associated with microfilming of documents. In FY 04-05 we are again able to present a budget under the General Fund Support for FY03-04 due to the $200,000 increase in election revenue and the decreased costs for the general election.

DEPARTMENT REORGANIZATION

The pending relocation to the new administration building offers the County Clerk-Recorder a unique opportunity for department reorganization into a customer service and a processing support division, instead of the traditional division of Clerk, Recorder and Elections. This restructuring will more closely align the department with its goal of ensuring that the first point of contact will be able to provide 80% of our customers with the information they are requesting. The pending retirement of the Deputy Registrar of Voters allows for a reclassification of this position to an Assistant County Clerk-Recorder. This will afford further departmental cohesion, as the position will have department-wide responsibilities as well as be the team leader for elections.

AUTOMATION ADVANCES AND SUPPORT

The County Clerk-Recorder has aggressively pursued automation systems to streamline manual processes to provide better service to our customers while reducing the costs of doing business. One FTE Department Automation Specialist III position has been assigned since October 2000. As the technology that supports the department increases and diversifies, it is essential to have properly trained support staff to ensure that the systems are maintained and fully functional. The additional Department Automation Specialist is critical to address the daily automation needs of the department.

General fund support is requested for the replacement of the mainframe voter registration system, which has been in use since 1970, as recommended by the IT strategic plan. This replacement will streamline processing, particularly in registration affidavit processing and election set up. Undertaking this project after the November 2004 elections will allow full implementation and staff training between election cycles.

General fund support is also being requested for the county's portion of the upgrade of voting equipment as allowed by the Proposition 41, the Voting Modernization Bond (VMB). VMB would pay 3/4ths of the $583,000 total costs with the county being responsible for $135,000. The upgrades will replace antiquated equipment and provide handicapped accessible voting units for every polling place, as required by the Help America Vote Act.

SUMMARY

The County Clerk-Recorder has responded to the challenges presented by the uncertainty of funding for the last several years. We continue to seek new methods to reduce costs and staff time associated with manual processes by implementing new automation advancements. The cyclical nature of election funding has allowed us to fund these advances and still present a budget that is below the general fund support level for 2003-04, and we will continue to strive for efficiencies and cost reductions in the performance of our mandated duties.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross cost $72,129 General Fund cost is $0	Convert a contract Departmental Automation Specialist (DAS) position to a Limited Term DAS position (FY 04-05 through FY 06-07). The Clerk/ Recorder computer staff will have a Systems Administrator and a DAS to meet specialized needs for document recording, elections and other Clerk/Recorder functions.	The Limited Term DAS position will assist the Clerk/Recorder System's Administrator to: ▪ Provide programming and reporting for elections. ▪ Comply with new requirements in the Help America Vote Act. ▪ In conjunction with implementation of the new Voter Registration System, reduce Temporary Help associated with elections by 250 hours/election ▪ Expand Clerk/Recorder website offerings to customers outside of normal business hours. ▪ Convert Clerk/Recorder Office to Microsoft Office products and train all staff in the use of these products.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended Clerk/Recorder budget includes a 20% decline in General Fund Support, or $172,000 less than FY 03-04. While the expenses in this budget unit are increasing by 10%, or $285,000, revenue received from document recording fees and other sources increased by 25%, or $430,000 more than FY 03-04 revenue amounts.

The Salary and Benefit accounts comprise the bulk of the expense increase in this budget. Prevailing wage costs, workers compensation increases, the addition of a DAS position and reclassification of one position to System's Administrator contribute to an increase of $249,000, or 17% in these accounts. The requested department reorganization that creates an Assistant Clerk-Recorder that incorporates the existing Registrar of Voters responsibilities is also approved. This reorganization change is expected to be cost neutral

The Service and Supplies accounts are maintained at essentially the same level as FY 03-04. Recommended fixed assets include a replacement microfiche reader at a cost of $8,000, and two replacement Windows servers, with a cost of $22,200, for a total of $30,200.

The recommended budget includes reclassifying an existing DAS to a Systems Administrator position. The classification change was based upon the Clerk-Recorder's operation of the AS 400 computer system, a stand alone, mini-mainframe system. Contract and temporary help technical support was also a part of the technical support in the office. Upcoming changes to the technology for voter registration and elections provide sufficient justification to convert the technology oriented contract help position to a Limited Term DAS position. The position is entirely offset by revenue from recording fees, and other revenues resulting in no cost to the General Fund for this position. The expanded Clerk/Recorder's technical staff can partner with the County's IT department to address the technological needs of this department for the foreseeable future.

The recommended budget for the Clerk/Recorder does not include two significant requested items. The first is a requested commercial off the shelf Voter Registration System (VTR) to replace the existing mainframe based voter registration system. The estimated cost for a new VTR system is $172,000. Since the State has not yet identified the requirements for a statewide VTR system, this request is not included in the recommended budget, but the VTR system may come back as a separate request to the Board during FY 04-05. The second requested item involved about $540,000 in expenditures related to equipment and support to meet the Federal requirements associated with the Help America Vote Act (HAVA). The expense to meet HAVA requirements is to be based upon a ¾ state and ¼ County shared cost basis. Issues with respect to electronic voting have created uncertainties with how best to provide the required access to disabled voters. Consequently, this expense is deferred until the issues are resolved. This item may also come back to the Board for funding during FY 04-05.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Create, process, maintain, and/or update records and documents (i.e., Board of Supervisor minutes and records, real property and vital records, voter registration, etc.) in a timely and accurate manner to ensure compliance with local, state, and federal laws.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of voter registrations that are accurately entered into the database the first time the affidavit is keyed.	99%	100%	100%	100%	100%	100%

What: Voter information keyed error-free.

Why: To increase efficiency, enhance customer service and save the costs associated with mailing an additional voter notification card.

How are we doing? Consistently meeting our goal.

2. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of documents from Board of Supervisors' meetings processed error free and distributed within 7 business days.	100%	100%	100%	100%	100%	100%

What: Processing time and standards for Board minutes and documents.

Why: To comply with government mandates and ensure customer service with Board of Supervisor, County departments, and the public.

How are we doing? Consistently exceeding goal. In most instances, the minutes are processed and distributed by the Friday after the Board meeting.

3. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of documents received by mail which are examined and recorded, or returned **within 2 business days**.	88%	77%	20% 43%*	98%	77%	100%*

What: Processing time for official records (e.g. deeds, reconveyances) received in the mail.

Why: To provide prompt customer service to the public, County departments, state, and federal agencies. To comply with law that requires recordation of certain documents within 2 days of receipt.

How are we doing? Recording volume continued its double digit increase in FY 02/03, up another 26% over FY 01/02 and as of November, 2003 has increased 86% since 2000. This continuing demand has made it impossible to meet our goal of recording mail the same business day as received. In order to be more realistic in our goals, this measurement has been changed from the same day to 2 business days and the projected for 03/04 and the 04/05 target reflect this change. The change to 2 business days ensures that we are meeting our mandate that specific documents be recorded within this timeline and sets a more realistic, obtainable goal for staff.

4. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of marriage licenses issued according to State standards.	87%	97.3%	99.9%	100%	99.8%	100%

What: The State of California will reject a license which has not been completed according to standards.

Why: To increase efficiency and enhance customer service with the public.

How are we doing? Consistently meeting our goals.

Department Goal: Provide easy access to all public records and documents to enhance customer service.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of recorded documents indexed within 2 business days.	100%	100%	100%	100%	100%	100%

What: All official records are indexed with a locator number to make them accessible and retrievable (e.g. deeds, liens, reconveyances).

Why: To create document control, ensure customer service, meet State requirements, and maintain current fee structure.

How are we doing? Consistently exceeding our goals. All documents are indexed and available to the public and title companies by the end of the recording business day.

6. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of requests for vital and official records per month conducted online via the web.	2%	4%	3.6%	3%	1.4%	3%

What: Clerk Recorder services available for a fee online.

Why: To enhance customer service and public access to records and to make more efficient use of staff time.

How are we doing? Records copy requests via the web require less staff time and are primarily placed by customers that are unable to contact the office during regular hours. The implementation of the new department website to include grantor/grantee and fictitious business name indices has been successful in increasing our web requests. (4% translates into 470 requests) The legislation effective July, 2003, that imposed additional requirements on requesting vital records had an even more drastic effect than was projected. Legislation has been introduced that will allow acceptance of faxed requests for vital records. This legislation has passed and we are seeing an increase in web orders although not significant enough to make up for the months of no activity.

7. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of Internet survey respondents who found information they were searching for without a follow up phone call or trip to office	59%	50%	62%	80%	65%	80%

What: Responses to website survey.

Why: To enhance customer service and provide information for continuous improvement of our Internet service delivery.

How are we doing? The Clerk-Recorder's website was upgraded in March 2002 and now includes the Official Records and Fictitious Business name indices as well as extensive information about elections. Due to legislation that restricts access of information on the internet, information such as vital records indices and images of the recorded documents which are frequently requested by the public cannot be made available and this will affect our ability to meet our target. We will continue to use our survey results to expand and improve our website within the confines of the law.

8. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of County Clerk-Recorder customers who receive service in satellite office.	16%	16.4%	16.5%	25%	31%	25%

What: Percentage of vital records copies, marriage licenses, passport applications, notary bonds and fictitious business names processed in satellite office located in Atascadero.

Why: Improve customer service by making services available in satellite office.

How are we doing? Although there has been a presence in Atascadero for 10 years, many of our customers are not aware of it. To combat this, a more aggressive campaign to raise awareness of our presence will be launched, including providing information about our services to schools, hospitals and the media. The addition of real time recording in FY2003/04 has increased this percentage over our expected amount. 31% translates to 7,000 customer transactions.

Department Goal: Ensure the integrity of the San Luis Obispo County election process and encourage the participation of all eligible voters in a cost-effective manner.

Communitywide Result Link: A well-governed community.

9. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of mailed absentee ballot requests fulfilled within 3 days.	60%	100%	100%	100%	100%	100%

What: Number of days from receipt of request to mailing of absentee ballot.

Why: To enhance customer service and ensure high voter participation by providing requested ballots in a timely manner.

How are we doing? It is our goal to turn all mailed absentee ballot requests around in 3 business days. (Requests made in person are filled immediately). The expansion of the permanent absentee voter status assists with meeting this goal as applications do not need to be processed for each election. Permanent absentee voters increased from 2,000 to 18,000 for the November, 2002 election. As of this date, 41,000 voters are signed up as permanent absentee voters, ensuring that we can continue to meet or exceed this goal.

10. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Cost per absentee ballot.	$3.29	$3.09	$2.23	$2.50	$2.40	$2.50

What: Cost to issue each absentee ballot.

Why: Absentee ballots are very labor intensive. Currently approximately 40% of San Luis Obispo County voters vote by absentee ballot. Efforts to streamline the process will increase efficiency and keep costs down.

How are we doing? With the purchase of the Accuvote voting system in 2000, we have realized significant reductions in absentee voter processing costs (.82 per voter -- from $4.11/ voter to $3.29 / voter). This cost was further reduced by the expansion of permanent absentee voter status to anyone requesting it. The permanent absentee voter roll expanded from 2,000 to 18,000 in the November 2002 election and currently 25% of the registered voters (35,000) are signed up as permanent absentee voters . For each voter on permanent absentee status, the staff time to process the ballot is reduced by about 1/3.
Comparable counties have provided the following information for comparison:
Placer $ 7.65 (includes overhead)
The other counties polled were unable to provide comparable costs. We will continue to work with our comparable counties to provide meaningful comparison figures as well as share ideas for improving efficiencies and cutting costs.

11. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of precinct inspectors that receive 90% or better on post-election performance review.**	27%	95%	63%	100%	65%	100%

What: Each precinct inspector's performance on election day is evaluated.

Why: To ensure the integrity of the election process at the polling place and provide information for continuous improvement of the training materials.

How are we doing? **The initial measurement was for precinct inspectors to achieve 80% or better, however was changed to 90% in 2002/03 in an effort to strive for near perfect performance. Although new election laws continue to make the job of precinct inspector more difficult, by conducting the performance reviews, we have been able to target specific areas for upgrades and additional training. The election officer manual is being re-written and a power point training module will be available for the November, 2004 election. We are expecting a very high turnout for the November 2004 election and these improved training tools will assist our inspectors handle the busy election.

12. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Average cost per registered voter in the County.	$3.22	$3.10	$3.32	less than $3.50	$3.75	less than $3.50

What: Cost per registered voter of conducting a countywide election.

Why: Conduct elections in the most cost effective manner possible.

How are we doing? The costs for the Primary election are higher than a general election because all materials must be ordered and printed by party. While comparisons with other counties are not always straightforward due to different voting systems and demographics, our comparable counties have provided the following: Placer- $6.00; Monterey County- $3.75. The other counties polled were not able to provide the information requested. We will continue to work with our comparable counties to provide meaningful comparison figures as well as share ideas for improving efficiencies and cutting costs.

13. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Voter Participation Rates	77%	43%	60%	60%	57.9%	75%

What: The San Luis Obispo County voter turnout for statewide elections.

Why: It is a measure of whether people participate in their government and have a stake in their future.

How are we doing? There are many factors that affect voter turnout. Voter turnout is always higher in a General Election than it is at the Primary Election and higher in a Presidential year than for State and Local Elections. The local turnout for the special statewide election was 70% and presidential general elections have historically been over 70%. This office is committed to encouraging voter participation and educates the public on deadlines for voter registration for a particular election and also on applying for an absentee ballot. Our commitment to mail voter information pamphlets/ absentee ballot applications at the earliest possible date and posting of information and polling place lookup on the Internet assist our voters in being informed. These efforts are recognized in San Luis Obispo's voter turnout being 13% higher than the 44% statewide voter participation rate for the March, 2004 presidential primary election.

14. Performance Measure	00/01 Actual Results	01/02 Actual Results	02/03 Actual Results	03/04 Adopted	03-04 Actual	04/05 Target
Percentage of absentee voters utilizing Touchscreen voting.	New measure	1%	2.8%	3%	n/a	1%

What: The percentage of absentee voters who vote on Touchscreen units instead of with an absentee ballot.

Why: Voters utilizing the touchscreen units are treated as absentee voters in all ways except that there is not the associated manual intervention and labor that is required to issue and process an absentee ballot. As more voters utilize this method, the cost of issuing absentee ballots will decrease. There could also be an increase in voter turnout as voting will be more convenient for voters.

How are we doing? Touchscreen units were used for early voting for the first time in the March 2002 primary election and 222 voters utilized the machines. We had planned to expand the early voting program to include sites other than the County Clerk-Recorder's Office, however, due to funding limitations the units were only available in the County Clerk-Recorder's Office and this restricted our ability to meet the target of 5%. In the November 2002 election, the touchscreens were in use until 8:00 on election night and 913 voters used the new technology. However, the Secretary of State has issued a directive that will require a voter verifiable paper trail (vvpt) for any existing touchscreen unit by July, 2006. Until the time that we have the ability to print a vvpt, voters will be given the choice of voting either an absentee ballot or on the touchscreen device, which may reduce the number of voters selecting this option.

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Support to County Departments

County Counsel

Personnel

General Services
- Reprographics
- Garage

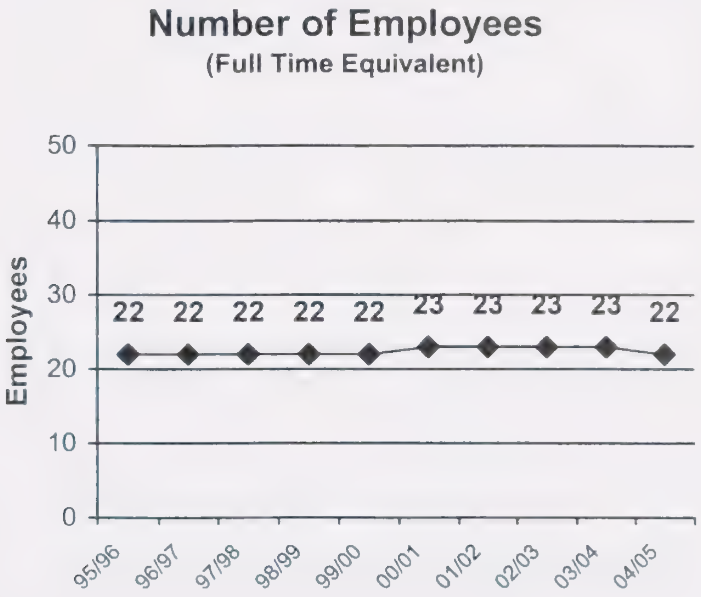
Information Technology Division

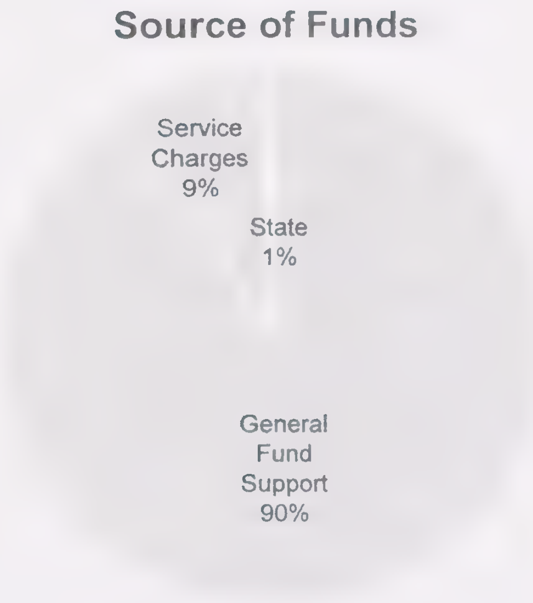
Risk Management
  - Self Insurance

MISSION STATEMENT

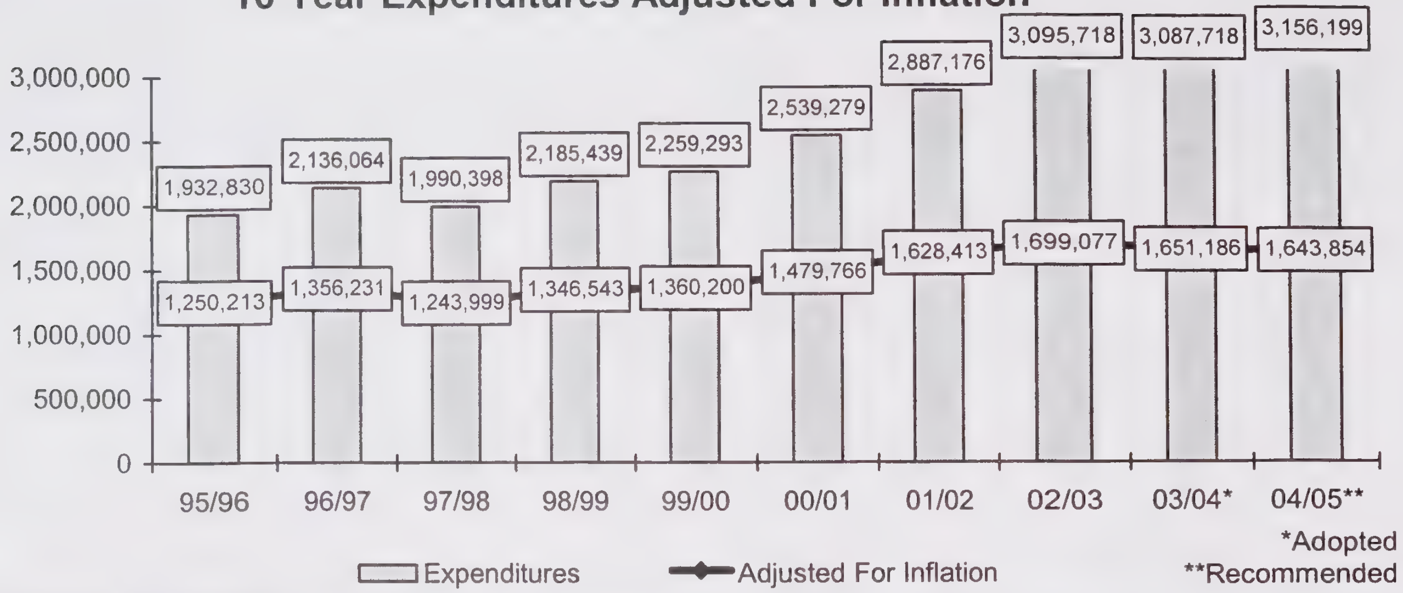
To provide accurate and reliable legal services to County departments, boards, agencies, and special districts in a manner which is cost effective and promotes excellence in delivery of government services to the public.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 2,739,683	$ 2,929,589	$ 2,953,977	$ 2,864,928	$ 2,864,928
Services and Supplies	356,035	409,476	298,376	291,271	291,271
Other Charges	0	0	0	0	0
Fixed Assets	0	8,475	0	0	0
**Gross Expenditures	$ 3,095,718	$ 3,347,540	$ 3,252,353	$ 3,156,199	$ 3,156,199
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 3,095,718	$ 3,347,540	$ 3,252,353	$ 3,156,199	$ 3,156,199
Revenues	79,228	71,631	105,652	297,856	297,856
General Fund Support (G.F.S.)	$ 3,016,490	$ 3,275,909	$ 3,146,701	$ 2,858,343	$ 2,858,343





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Legal Advice

Provide representation and legal advice to the Board of Supervisors, 73 County boards, commissions, departments, agencies, or divisions (including 5 joint powers agencies to which the County belongs), and to the managers of 24 Board governed special districts, as well as certain legal services to 16 non-Board governed special districts. Conduct legal research; draft, review, and approve agreements, contracts, and projects; and advise County officers regarding their legal responsibilities under federal and state law. Protect the County and its officers from liability and enable the Board of Supervisors to carry out its programs and policies within the limits of the law.

Total Expenditures: $1,893,719 Total Staffing (FTE): 13.0

Litigation

Defend the County and special districts and provide litigation services in complex lawsuits including tax, personnel, contract, and land use matters to minimize liability and maximize County recovery. Represent the County and protect the interests of the client in cases that address the special needs of fragile populations in the community (children referred to Child Welfare Services, residents receiving mental health care and individuals requiring conservatorship), as well as estates without probate representation.

Total Expenditures: $1,262,480 Total Staffing (FTE): 9.0

DEPARTMENT COMMENTS

The Office of County Counsel provides the highest quality legal advice and litigation representation to the Board of Supervisors, County departments, commissions and special districts. The department has successfully achieved past performance measures. We are proud that our office has been able to handle the increase in complexity and range of activities, legal challenges, and litigation facing our County clients. The County requires legal resources adequate to meet those of the parties who oppose the County. We will continue our efforts to utilize management efficiencies, improve technology, and long working hours to attempt to maintain efficient productivity levels despite the reduction in resources.

County Counsel Efforts Have Resulted in Substantial Financial Benefits to the County

Recently, this office has been instrumental in saving the County millions of dollars through its participation in the largest public utility bankruptcy in the Country's history. Initially, in the PG&E bankruptcy matter, we recovered $8.26 million in property taxes and $733,000 in tax penalties. The County's ultimate goals were to avoid the adverse property tax, franchise fee, and utility rate consequences that would have resulted from PG&E's disaggregation and removal of itself and the operation of Diablo Canyon from regulation by the State of California.

Because the bankruptcy court confirmed a plan pursuant to which PG&E did not disaggregate, we achieved those goals.

Impacts on Litigation

A reduction of County Counsel attorney staff would mean that the office would be unable to continue the level of effort devoted in the past to saving County revenues and assets, defending necessary County policies, avoiding reduction in property tax valuation, and other matters. In some complex County cases which are now handled in-house, such as land use litigation and property tax litigation, we may be required to go to outside counsel.

Legal Advice

County Counsel provides representation and legal advice to various boards and commissions in administrative and quasi-judicial proceedings and assists in reviewing and/or preparing the findings for the administrative record which may be the basis for future litigation. These boards and commissions include the Board of Supervisors, Assessment Appeals Board, Subdivision Review Board, Planning Commission and Civil Service Commission.

This office continues to provide legal advice to General Fund departments and agencies in the form of drafting, review, and approval of agreements, contracts, and projects, and advising County officers on legal issues. As mentioned above, this response time would be increased. The legal advice provided by the County Counsel and its deputies is necessary to protect the County and its officers from liability and to enable the Board of Supervisors to carry out its programs and policies within the confines of the law. With the reduction in staff, County Counsel may not have the level of resources available to provide legal advice during the course of major projects, which will avoid problems that may arise after completion of the project. As an alternative, the County might be forced to seek outside advice.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for FY 04-05 is not increasing as compared to FY 03-04 levels. Total expenses are increasing $68,481 or 2%, which is primarily attributable to worker's compensation, liability insurance, and prevailing wages. It is being recommended that one Deputy County Counsel position be eliminated. A number of major lawsuits and activities have recently been settled or completed including the PG&E bankruptcy case, Mercer case, and the Lum case. In addition, General Hospital was closed and the clinics were transitioned to Community Health Centers. As the number of total County employees has decreased, it is recommended that internal support departments such as County Counsel reduce staffing as well.

Revenues are increasing $68,481 or 29% in FY 04-05 as Counsel is anticipating receiving reimbursement for legal costs associated with cases that are currently being litigated.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide exemplary litigation services, defending decisions and advocating positions of our clients to assist those clients in achieving their objectives.

Communitywide Result Link: A prosperous and well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of claims filed against the County which are resolved without litigation, within the reserve amount.	94%	93%	75%	90%	85%	90%

What: Before a damage lawsuit can be filed against the County, a claim against the County is filed and requires some level of investigation or verification. Costs increase rapidly if the claim becomes a lawsuit.

Why: Resolving/settling cases without litigation and within the reserve amount saves the considerable costs of litigation involved in discovery and trial.

How are we doing? As of the end of the 03/04 fiscal year we were below our target. There were 114 claims filed in the 03/04 fiscal year and 18 of the lawsuits filed during that fiscal year had been claims. Again this year, fewer claims were filed than the average of the 150-200 of previous years.

2. Performance Measure	03-04 Adopted	03-04 Actual	04-05 Target
Major cases litigated where we achieve a positive outcome determined as follows below.	See below.	See below.	See below.
Case:	03-04 Adopted Target	Results to date:	04-05 Target
• Before its Gone Litigation	New litigation.	Continue waiting for preparation of the administrative record. Objective is to persuade Superior Court that the EIR was adequate and the Brown Act satisfied by the adoption of the Estrella Area Plan.	Uphold Board of Supervisors' decision.
• Van Gordon Creek Dump Site Administrative Proceedings	New proceedings.	Attempting to achieve a fair and reasonable plan for protecting ground water at old dump site, but expect a lawsuit to be filed. Working on getting insurance coverage from prior policies.	Since the Motion for Stay was denied by the State Water Quality Control Board, we will be attending the hearing on the matter, or perhaps bring in substitute counsel.
• National Fish and Wildlife Service (NFWS) Administrative Proceedings	New proceedings.	We are working on a mitigation agreement with federal and state regulators regarding a steelhead problem at the Lopez Dam construction site. We have responded to U.S. Government requests for information.	Work out agreement with federal and state regulators to mitigate the problem.
• PG&E Bankruptcy	Protect the County and schools from a decline in property tax revenue disproportionate to our historic share. Trial started in November and continued into February 2003.	The Motion is scheduled to be argued on November 4, 2004. Secured 2000/2001 second installment of property taxes w/ penalties & first installment for 2001/2002 and subsequent tax payments received on time. The PG&E plan has been rejected, saving the County and school property tax revenue.	Argue motion for reimbursement of County attorney fees and costs. We are seeking reimbursement of $275,000.
• Diablo Canyon (NRC License Transfer Proceeding)	Persuade NRC to wait until outcome of PG&E bankruptcy proceeding to issue Nuclear power plant license. Any appeals will continue into this period.	Achieved intervener status. With the failure of PG&E's disaggregation bankruptcy plan, there was no need to proceed with license transfer and this case has become moot.	Awaiting completion of proceedings.
• Diablo Canyon (NRC dry cask storage license)	Assure safety of public. Any appeals will continue into this period.	Courts approved the coastal permit. A Brief was filed with the Ninth Circuit Court of Appeals on behalf of the Petitioner.	Participate further as directed by the Board.
• Duke Energy	To the extent permitted by Revenue and Taxation Code, avoid refund. Any appeals will continue into this period.	Duke Energy seeks negative supplemental assessment that it contends will produce over $700,000 tax refund. We lost our demurrer and are now working on a summary judgment motion.	Continuing Defense
• Oceano Farming Litigation	Continue discovery and prepare case for trial. Trial could be expected during this period.	Case resolved for $300,000. Oceano Farming was seeking $676,713 in damages due to flooding.	Case Completed

• Ikeda Bros. Litigation	N/a	Conducted discovery on this flooding case and prepared for trial. Case scheduled to be consolidated with other flooding cases and tried. This case was resolved at the settlement conference for $195,000. Ikeda was seeking $264,125.	Case Completed.
• Bejo Seed Co. Litigation	N/a	Conducted discovery on this flooding case and prepared for trial. Case scheduled to be consolidated with other flooding cases and tried. This case was resolved at the settlement conference for $215,000. Bejo was seeking $615,657.	Case Completed.
• Crawford & Co. Litigation	N/a	Case has been consolidated with NHC-CA3, LP litigation. Entire matter settled for $243,000.	Case completed.
• NHC-CA3, LP (Pacific Dunes Ranch) Litigation	N/a	Case has been consolidated with Crawford & Co. litigation. Entire matter settled for $243,000.	Case completed.
• TOSCO Litigation	Case should be concluded in trial court, but there may be appeals that would be pending during this period.	AAB upheld value of $156 million, over TOSCO's contention that the refinery should be valued at $65 million. The Court found errors in the Assessment Appeals Board decision. The case has been remanded to the Assessment Appeals Board. We are now awaiting the rehearing before the Assessment Appeals Board.	Continue to defend Assessment Appeal Board (AAB) value of $156 million.
• Casmalia Litigation	Monitor action to continue to limit liability to that discussed with Board of Supervisors in closed session.	We are still working with EPA counsel on an administrative consent decree.	We predict that this case will continue into next period.
• Munari Litigation	We expect trial of the damage action in June, 2003. Continue to defend case in trial court and Court of Appeal to uphold Board of Supervisors' decision, avoid damages and precedent that could create thousands of unplanned lots.	Won mandate cause of action at Court of Appeal. Action for damages dismissed by plaintiff to avoid sanctions.	Case completed.
• Greenway Environmental Services Litigation	Take necessary action to monitor and enforce settlement agreement.	Settled the case for over $500,000 in favor of the County. We have resisted efforts to escape effects of settlements.	Continue to monitor settlement and collection activities through 2004.
• Mercer Litigation	We expect our appellate decision during this period, if not before. Monitor action to recover funds owed to Pension Trust and County.	Won $3,000,000+ at trial court. Defendant appealed. We have cross-appealed. Judgment in favor of Pension Trust upheld by the California Supreme Court.	Pension Trust won. Defendant paid judgment plus interest of $4,000,000. Case completed.
• State of California v. Babbitt	Defend Ninth Circuit Court of Appeal decision against motions for reconsideration or appeals to the U.S. Supreme Court. If case goes to U.S. Supreme Court, it will not be concluded until this period or later. Monitor action to achieve more local control over the extension of offshore oil leases.	Won at Trial Court. U.S. Government has appealed to the Ninth Circuit Court of Appeal. In December, 2002, we won in Ninth Circuit Court of Appeals. Trial Court has retained jurisdiction to monitor CSMA compliance. Settlement efforts by MMS to buy out leases have failed.	In line with our request to the court, the court ruled that the federal government must prepare a time schedule for CSMA and NEPA compliance. The court retained jurisdiction. We will monitor compliance.

• In re Lum	Uphold decision of the Board of Supervisors. Defend any appeal to the ninth Circuit.	Lum withdrew appeal from Civil Service Commission proceedings; has sued in federal and state court. Summary Judgment in favor of the County. Appealed case to the Ninth Circuit Court of Appeals. Case settled for $185,000.	Case complete.
• MCI Worldcom/AT&T Litigations (4 lawsuits)	Uphold County Telecommunication Ordinance and fees charged and continue to successfully defend these four cases.	Caused state law claims to be dismissed from federal court and refiled in state court. Forced both companies to amend their federal court complaints. Obtained admissions from plaintiffs through discovery. Attended settlement conference. Awaiting approval by Bankruptcy Court of settlements.	Uphold County Telecommunication Ordinance and fees charged and continue to successfully defend these four cases or get advantageous settlement.
• Harker Wade Litigation	N/a	Challenge of Assessment Appeals Board decision by Wade regarding Pismo Beach motel property. Court of Appeals affirmed trial court decision.	Won case at Superior Court and Court of Appeals; AAB decision upheld. Case Completed.
• Gurican Litigation	N/a	Assisting outside counsel in defense of this serious injury lawsuit which alleges defect in county and state roads. Discovery continues.	If evidence is sufficient, we will move for summary judgment.

Department Goal: Represent the County and advocate to protect the interests of the client in cases which address the special needs of fragile populations in the community (children referred to Child Protective Services, residents receiving mental health care and individuals requiring financial conservatorship), as well as estates without probate representation.

Communitywide Result Link: A safe and well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Cases in which legal advice is provided to Child Welfare Services and advocate representation is provided in court to achieve the desired outcomes for each case as determined by Child Welfare Services.	Revised measure	Revised measure	412	Approximately 450	310	County Counsel will provide only limited representation due to layoff of attorney.

What: A large number of cases are filed annually by CWS to protect the children of our community. County Counsel provides legal representation in all court appearances.

Why: If strong legal representation is provided to CWS in these matters, then CWS will be successful in protecting the abused and neglected children of our community.

How are we doing? During the 03/04 fiscal year County Counsel was involved in the 310 petitions filed.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Cases involving people who are unable to care for themselves in which County Counsel represents the County to advocate to achieve the desired outcomes for each client or case as determined by the Public Guardian or Public Administrator's office.	Revised measure	Revised measure	87	Approximately 94	86	County Counsel provides legal representation in all court appearances.

What: There are 86 open conservatorship cases in which County Counsel is involved that will protect the rights of those members of our community who are unable to make their own decisions or care for themselves.

Why: If good legal representation is provided in these matters, the Public Guardian will be successful in assuring the care of those in the community who are unable to care for themselves.

How are we doing? The number of cases we are currently handling is 86. This is slightly lower than 94 cases during the 02/03 fiscal year.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Mental health trials in which County Counsel represents the County to advocate to achieve the desired outcome for each client as determined by the Department of Behavioral Health	Revised measure	Revised measure	77	Approximately 80	64	County Counsel provides legal representation in all court appearances for these matters.

What: During the 02/03 Fiscal Year, 77 mental health cases were filed to protect members of our community who are unable to care for themselves.

Why: If good legal representation is provided in these matters, Behavioral Health will be more likely to improve the mental stability of its patients.

How are we doing? As of the end of the 03/04 fiscal year, County Counsel handled 64 that were filed. This number is slightly down from 77 during the 02/03 fiscal year.

Department Goal: Provide accurate, timely, and reliable document review and legal advice for County boards, commissions, departments, and agencies in order to help these clients achieve their objectives without unnecessary litigation or loss.

Communitywide Result Link: A prosperous and well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of clients who report advice provided by attorneys was clear, relevant, and timely.	99%	95%	99%	100%	100%	90%

What: Interviews with County Department representatives during the yearly attorney evaluation process.

Why: Each of our clients operates under a highly technical set of governing laws and regulations. By helping them understand and meet their legal obligations, we help them serve the community, state and nation.

How are we doing? The few complaints received have been dealt with.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of projects in which the response to requests for legal advice or contract review are completed on a timely basis.	99%	97%	99%	95%	98%	90%

What: Review a variety of legal documents, conduct research, and render opinions as requested, within a time period as determined by an initial review of each particular document.

Why: To assist our clients in achieving their objectives as expeditiously as possible by minimizing legal complications which could interfere with their objectives.

How are we doing? 98% of the 2,603 projects were completed within the projected time frame during the 03/04 fiscal year.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
The percentage of Board of Supervisors agenda items which did not result in litigation against the County.	98%	99%	N/a	98%		See new measure

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of contracted projects approved and administered without litigation.	99%	100%	N/a	99%		See new measure

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of contracted projects and Board of Supervisors agenda items completed without litigation.	99%	99%	99%	N/a	95%	99%

What: All contracts and agreements are reviewed and approved prior to being presented at the Board of Supervisors meetings. These contracts and agreements pertain to a variety of issues, including capital projects, services, land use, etc. This office provides continuous legal advice while the contract is being administered, as well. All land use planning issues before the Board are reviewed by this office and advice is provided on all such items.

Why: Providing good legal advice in the review and administration of contracts tends to inversely correlate with the number of lawsuits filed challenging the approval or administration of those contracts. Approval and administration of the contracts without litigation helps our clients to achieve objectives and creates a significant savings for the County.

How are we doing? In the 03/04 fiscal year, we drew 3 new lawsuits contesting the Board's land use or rent control decisions. No lawsuits were filed as a result of Board-approved contracts.

11. Performance Measure	03-04 Adopted	03-04 Actual	04-05 Target
Legal advice given on major projects where we achieve a positive outcome determined as follows below.	See below	See below	See below

What: The outcomes of major projects. Major projects requiring legal advice which are resolved with a positive outcome determined as follows:

Why: Examination of the outcomes of major projects and the progress made on them before completion tends to correlate with the legal advice provided.

How are we doing? See below.

Project:	**03-04 Adopted Target:**	**Results to Date:**	**04-05 Target:**
Legal advice on various County capital projects: New Government Center, County Airport Terminal, Lopez Lake dam project, Nacimiento pipeline 0project.	Client brings projects in on time, at budgeted cost.	New Government Center – We expect claims from County and contractors concerning delays. Airport – Runway extension. We have received federal grant. Lopez Lake – This project has been successfully completed. All contractors' claims have been resolved within budget and without litigation. Nacimiento - Continuing. Three agreements have been entered with water retailers.	Client brings projects in on time, at budgeted cost.

Legal advice necessary for the Planning Department to achieve goals listed in its budget.	Provide advice to Planning Director, Board of Supervisors, Planning Commission, Board of Construction Appeals, Subdivision Review board, and Planning Director in order to achieve community-wide planning goals.	County Counsel is providing timely advice.	Provide advice to Planning Director, Board of Supervisors, Planning Commission, Board of Construction Appeals, Subdivision Review board, and Planning Director in order to achieve community-wide planning goals.
Legal advice to Board of Supervisors, Planning Department, Public Works and General Services concerning the Los Osos Habitat Conservation Plan.	N/a	Monitoring development of plan. We have grave concerns about the proposed County financial commitments and liabilities.	Implement the Board's decision.
Legal advice necessary to fully implement the Board of Supervisors' decisions re Gneral Hospital and clinics.	Facilitate implementation of Board's decisions / successfully defend Board's decisions.	Hospital closed. No lawsuits filed.	Implementation of the Board's decisions and successful defense of lawsuits.

Department Goal: Provide effective legal representation to County boards, commissions, departments, and agencies in a cost-effective manner.

Communitywide Result Link: A prosperous and well-governed community.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
County Counsel expenses as a percentage of the County Budget.	New measure	.66%	.83%	.93%	.77%	.77%

What: This measure shows the relationship of County Counsel expenses to the County's budget by dividing the County Counsel Net County Cost by the County's total budget.

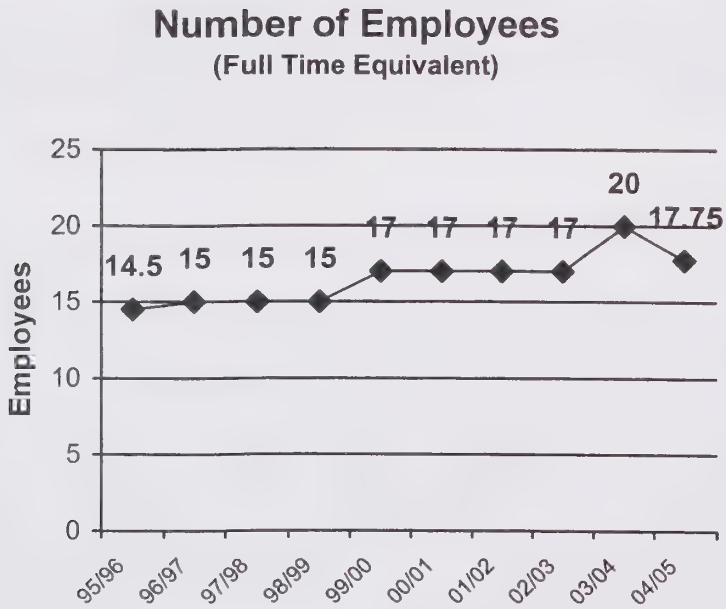
Why: County Counsel strives to keep costs as low as possible, while providing effective legal advice and representation to its clients.

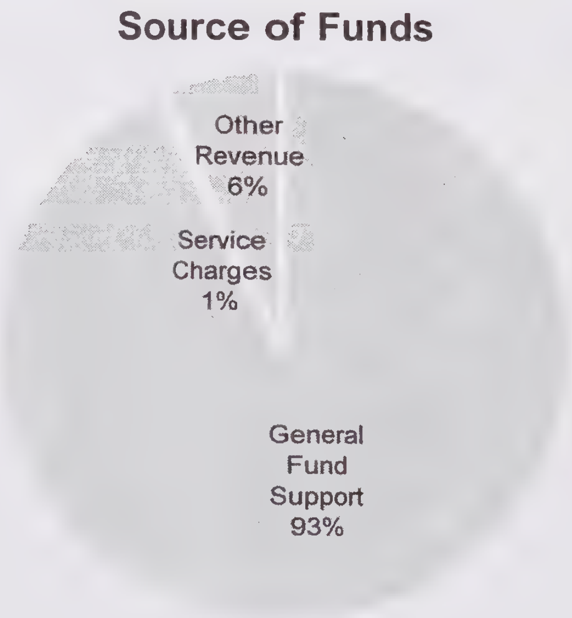
How are we doing? County Counsel's day-to-day operating budget has increased very little during the recent years.

MISSION STATEMENT

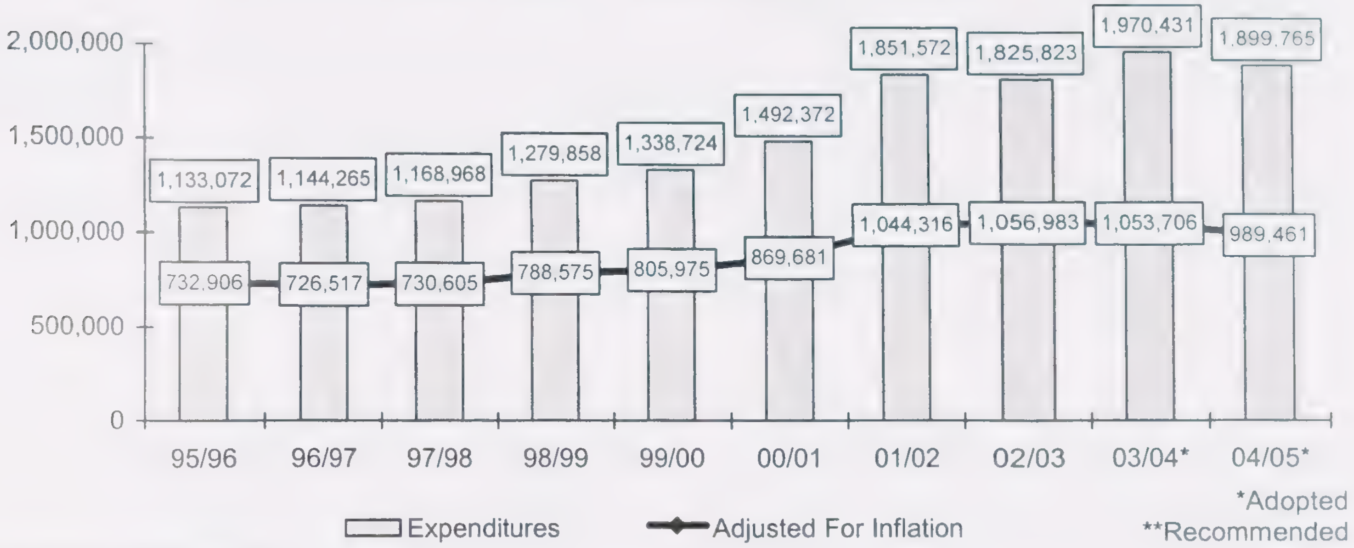
Partnering to fulfill County human resource needs to support excellence in public service and sustain a well-governed community.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 1,524,071	$ 1,767,363	$ 1,786,529	$ 1,644,775	$ 1,644,775
Services and Supplies	393,633	270,059	273,456	254,990	254,990
Other Charges	0	0	0	0	0
Fixed Assets	8,119	0	0	0	0
**Gross Expenditures	$ 1,925,823	$ 2,037,422	$ 2,059,985	$ 1,899,765	$ 1,899,765
Less Intrafund Transfers	26,482	0	241,144	350	350
**Net Expenditures	$ 1,899,341	$ 2,037,422	$ 1,818,841	$ 1,899,415	$ 1,899,415
Revenues	2,435	207,597	144,947	133,247	133,247
General Fund Support (G.F.S.)	$ 1,896,906	$ 1,829,825	$ 1,673,894	$ 1,766,168	$ 1,766,168





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Civil Service Commission/Board of Supervisors - Equal Opportunity Programs

Support the Civil Service Commission and administer and maintain the countywide merit systems and Equal Opportunity Programs. Prepare staff reports, policy recommendations and rule change proposals. Conduct required pre-hearing meetings in accordance with the Civil Service Commission procedural guidelines. Provide recording secretary clerical support.

Total Expenditures:$213,444 Total FTE: 1.50

Classification

Conduct job analyses, implement classification studies/audits requested by County departments or as approved through the budget process. Update job specifications to ensure accuracy and relevancy. Respond to salary related appeals and grievances.

Total Expenditures:$136,500 Total FTE: 1.00

Grievance and Discipline Consultation

Consult with department managers and supervisors to utilize effective supervisory techniques, implement disciplinary actions, and coordinate appeals and grievances, consistent with Federal and State employment laws and Civil Service Rules. Interpret and apply personnel-related Board ordinances, rules, regulations, and policies. Coordinate training for managers and employees to avoid discrimination and harassment, enhance supervisory and management skills, and orient new employees.

Total Expenditures:$337,556 Total FTE: 3.00

Personnel Records Management

Process personnel-related information and documentation (payroll action forms, employee additions/deletions, step increases, etc.) to maintain the accuracy of payroll records.

Total Expenditures:$656,249 Total FTE: 6.25

Recruiting and Testing

Recruit and test new hires and candidates for promotion to fill all positions with the County. Maintain eligibility and certification lists and test validation. Coordinate the process for appeals and grievances on recruitment-related complaints.

Total Expenditures:$556,016 Total FTE:6.00

DEPARTMENT COMMENTS

The Personnel Department is responsible for delivering contemporary human resource programs serving 26 departments, four independent governmental agencies and a workforce of approximately 3,100 full, part-time, permanent, temporary and contract employees. The recommended budget maintains most core programs' service levels: provides for implementation of JobAps (new automation for recruitment, testing and certification); affects timely implementation of the Enterprise Financial System for Human Resources payroll and strategic plan action initiatives; and funds most contractual obligations at the liability level. The loss of two ½ time Personnel Technician-Confidential positions and the reduction of one Administrative Assistant III-Confidential to ¾ time eliminates staff at the very point in time when new human resource automation tools and practices are being prepared for implementation while maintaining existing systems and will create challenges over the next 18 months.

This budget is also adjusted to recognize that Employee Relations (ER) work is predominately the responsibility of the County Administrator. The Principal Personnel Analyst assigned to ER is being transferred to County Administration's Budget Unit. The funding for the costs associated with the position and the contract with Avery and Associates is included in the transfer and removed from Personnel's budget. Also, one Personnel Analyst I/II/III position is transferring to Risk Management to continue supporting Workers' Compensation and liability activities. One limited term Personnel Analyst I/II/III is changing to a permanent allocation.

Current Departmental Focus:

Personnel remains in transition as we move toward our goal of providing a full array of contemporary human resource services. Beyond maintaining core programs and service levels to the extent possible with the allocated resources during this transition, we are immersed in improvement efforts at every level.

The Cooperative Personnel Services Management Audit is completed and the 80 plus recommendations addressed in the department's strategic plan. Team building is ongoing and continues to strengthen internal and external relationships. The initial strategic plan is nearly completed, action plans are in place and the framework is established for our ongoing improvement cycle during the FY 04/05 and beyond.

Specific Personnel program initiatives already underway include: further website development, Civil Service Rule change proposals, completing a comprehensive management classification study, implementation of a background check program and updated Technical Bulletin/Personnel Policy intranet postings. Efforts to align programs and coordinate efforts with Risk Management continue building the foundation for the division moving from County Administration to Personnel in the future. There has also been a significant increase in grievances and appeals, many of which are resolved at the staff level. More hearings are being held before the Civil Service Commission. The Injured On Duty Committee hearings have also increased.

The Strategic Plan's theme for the FY 04/05 is "Strategic Partnerships with Customers." Some of the established key initiatives include:

1. Strengthen relationships, coordination and planning for adding future responsibilities, i.e. Risk Management, Organizational Effectiveness.

2. Adding the Employee University to the responsibilities of Personnel's Administrative Project Management Division.

3. Establish long-term performance measures into the budget documents based upon strategic planning and new automation tools.

4. Implement a progressive and effective countywide employee performance evaluation program.

5. Complete implementation of the Enterprise Financial System Human Resources and Payroll automation.

Personnel is fully participating in initiatives with county wide impact including Integrated Document Management, implementation of an automated applicant tracking system (JobAps), establishing a Supervisor Academy within the Employee University and the Enterprise Financial System (EFS) implementation which addresses county Human Resource payroll and tracking needs. Management of the Employee University is in the beginning stages of transitioning to Personnel.

Addressing the impacts on service levels and results due to the net loss of 1-1/4 staff as well as reduced services and supplies follows:

Implementation of SAP Human Resources Payroll portion of EFS will be challenging. Even if we kept the existing staffing levels, the department will be challenged to concurrently maintain the existing system and workload, train in EFS, test the new programs and transition to the implementation phase. Ultimately, automation efforts will significantly improve service (quality, transparency and timeliness), significantly improve the ability to measure and track results as well as enhancing productivity.

The timeline will be extended, but progress will continue with our strategic planning addressing the 80 plus recommendations from the management audit conducted by Cooperative Personnel Services (a consulting company).

Looking specifically at our performance measures where impacts are likely to occur at this funding level:

1. Certification of eligibility lists with both reduced staffing and at the same time implementing a new automation program will result in an increase amount of time to fill positions.

2. Maintaining timelines and the accuracy of payroll processes will likely require assistance from the Administrative and Analyst Divisions, particularly during Phase II of the EFS project. This will impede customer service to the departments in assisting them with HR issues and providing critical advice and training.

The Personnel Department is at a critical stage of implementing major new human resource automation, training, and overall system enhancements following large investments in consultant studies, software and hardware. These initiatives have major benefits for job applicants, employees, and operating department managers in terms of staffing county programs, keeping employees trained, and delivering timely services to our tax paying customers.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
N/A	Change one Limited Term Personnel Analyst position to a Permanent Personnel Analyst	The limited term position is to support the implementation of the Enterprise Financial System (EFS). Converting this position to permanent will accomplish the following: Allow for the successful implementation of EFS. As a result of the new EFS system, Personnel will be performing activities previously performed by the Auditor's office. This position will help to ensure these activities are completed on an ongoing basis. Allow for more human resources "consulting" to departments. "Consulting" includes recruitment activities, performance evaluations, employee development and training, organizational development. Support the transition of the Employee University from the Administrative Office to Personnel. Specifically, develop and deliver curriculum.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Personnel Department's General Fund Support is increasing $22,089 or 1%. The department's Position Allocation List (PAL) is decreasing from 20.0 positions to 17.75 positions. As the department is implementing several pieces of its recently completed strategic plan, there are many changes.

Two, half-time Personnel Technician positions are being eliminated in addition to one Administrative Assistant series position being reduced from 1.0 FTE to 0.75 FTE. Due to the closure of General Hospital and the transition of the clinics to Community Health Centers, there are less employees to support from a Personnel perspective, thus the positions are recommended for elimination. A Principal Personnel Analyst is transferring to the Administrative Office, as is the contract with Avery and Associates who provide consulting services to the County with respect to labor relations.

One Personnel Analyst I/II/III position is transferring to the Risk Management Division of the Administrative Office, as they will be supporting worker's compensation and liability activities. As noted in the Budget Augmentation Request, one Personnel Analyst position will be changing from limited term to permanent.

In the upcoming fiscal year, the Personnel Department will be assuming much of the responsibility for the Employee University. As such, an Administrative Assistant series position will be transferring from the Department of Social Services to the Personnel Department.

Per the October reclassification window period, one Supervising Administrative Clerk position will be reclassified to an Administrative Services Officer I/II.

Lastly, due to the Personnel Department's migration to a full-service Human Resources Department, the existing Personnel Technician positions will have new titles- Human Resources Analyst Aides- Confidential.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Conduct, monitor, and evaluate the personnel recruitment and selection process in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of eligibility lists of qualified candidates provided to County departments within 90 calendar days of the application close date when no "pool" of candidates exists.	84.7% * (* based on 60 calendar days)	93.5% * (* measure changed to 90 calendar days)	92.4%	90%	91.6%	90%

What: When a County department submits a request to fill a current vacancy and no current list of eligible candidates exists, Personnel posts the job opening to solicit applications. After all applications are received (the application close date), it takes 90 calendar days to process the applications, conduct pre-employment testing, evaluate applicants, and compile a list of qualified candidates.

Why: This process creates a "pool" of qualified applicants who are kept on file so that any new job openings of the same type can be filled from the existing pool rather than having to start the recruitment process over each time. By maintaining a pool of eligible candidates, Personnel is able to dramatically reduce the time to fill future vacancies and to ensure effective service to County departments who are attempting to fill open positions as quickly as possible.

How are we doing? Benchmark data was only available from two of our six comparable Counties. It is notable that those counties have twice as many recruiting professionals. The County of Santa Barbara has a performance standard of 70% within 57 calendar days. Kern County reports that the "average" number of calendar days between the closing date of a recruitment and the establishment of an eligible list is 35 days. In fiscal year 02-03, San Luis Obispo County recruitments were completed on the average in 42 days which included 3 days for Personnel Technician processing. In fiscal year 03-04 recruitments were completed on the average in 45 days, which includes 4 days for Personnel Technician processing. The1 day increase in Personnel Technician processing time over last fiscal year was due partially to the reduction in staff in the Personnel Technician Division. The overall increase of 3 days over 02-03 statistics for processing recruitments was due in part to certain circumstances out of our span of control such as, departmental reorganizations and departments placing recruitments on hold. Automation "glitches" in the legacy systems also play a role in extending the timeframe as the ability to stop the counter doesn't exist. It is anticipated that JobAps will address the current automation limitations. We will continue to track trends and refine this measure through our strategic planning process. The target for 04-05 remains at 90% recognizing that the implementation of JobAps and the human resources portion of the Enterprise Financial System could affect the exam processing time throughout the learning curve.

Department Goal: Maintain a current and effective job classification system to ensure that job descriptions accurately reflect job requirements for recruiting qualified employees, foster salary equity, and minimize employee grievances.

Communitywide Result Link: A well-governed community.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of job descriptions ("specification") updated each year.	7.8%	17.4%	1.4%	20%	25%	20%

What: The County has approved job descriptions. It is an accepted Personnel Administrative practice to review and update these descriptions in a timely fashion to ensure accuracy.

Why: Current and accurate job descriptions ensures that the County is appropriately compensating its employees for work performed and conducting recruitments using the most current qualification requirements.

How are we doing? Last fiscal year, the Civil Service Commission acted on 197 specifications. With the assistance of the Administrative Services and Personnel Technician teams, the focus on vacant and non-allocated specifications was targeted. This focus resulted in a deletion of 117 specifications, which addresses the direction of the Board of Supervisors to streamline and broaden County specifications and eliminate "specialized" specifications. The countywide management classification study resulted in action on 59 specifications. During this process, the Civil Service Commission and Personnel Department staff is establishing standardized wording and format guidelines. A major reconciliation project continues to achieve a more accurate figure of total job specifications for the County. This project began this fiscal year with documentation of over 800 specifications. Through close analysis, specification deletions, and consolidations, the current total of specifications countywide is actually 480 or a decrease of 40%.

Department Goal: Coordinate training and provide high quality, timely consultation and assistance to department managers, supervisors and employees regarding personnel policies to promote a positive and productive work environment and minimize employee grievances.

Communitywide Result Link: A well-governed community.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of grievances resolved by Personnel staff prior to a formal hearing before the Civil Service Commission or Board of Supervisors.	N/A	N/A	81%	90%	44%	90%

What: Employees who believe their grievances have not been properly addressed by using established internal processes have the ability to present their petition to the Civil Service Commission or the Board of Supervisors. All reasonable attempts will have been made to resolve the issue before reaching the hearing level.

Why: Resolve conflicts at the least formal level to minimize time, impact on morale, expense and the possibility of litigation.

How are we doing? A high priority is placed on resolving grievances and appeals by the Personnel Department staff. Emphasis on "seeking first to understand, then to be understood" is achieved through consultation and negotiation. Every opportunity is explored to revolve such grievances and appeals as to eliminate the need to go before the Civil Service Commission. This exploration can generate a "win-win" for the grievant and appellant and the department, as well as the investment in time and expense to involve department personnel, County Counsel, witnesses and the Commissioners.

Through the efforts of the Employee University, supervisors and managers are learning important best practices skills to specifically address employee supervision and evaluating employee performance. The training is critical to decrease the submission of grievances and appeals; which is a desirable goal.

Last fiscal year (2003-2004), 11 of the 25 grievances were resolved at the Personnel Department level. Seven grievances generated hearings before the Civil Service Commission, one was granted and six were denied. Another four grievances were withdrawn by the appellant or grievant and three are pending resolution.

Department Goal: Manage all personnel records in a timely and accurate manner to ensure the effective preparation of the payroll.

Communitywide Result Link: A well-governed community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of payroll changes processed within 2-week payroll processing schedule.	New Measure	95%	93.1%	98%	96.1%	98%

What: The County operates under a 2-week payroll cycle and all necessary employee payroll changes must be submitted within established timeframes.

Why: To ensure compliance with regulatory requirements, maintain morale and promote confidence that employees be paid in a timely fashion.

How are we doing? It is critical that data entered into the County's Payroll system be timely and accurate. Top priority is given to this by the technicians in our office who review and submit data for input by the Auditor's Office. In fiscal year 03-04, 6,484 Personnel Action Forms were processed with a 96.1% accuracy rate.

Department Goal: Provide cost-effective personnel services.

Communitywide Result Link: A well-governed community.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Personnel costs per employee.	$587	$626	$645	$660	$686	$694

What: The cost per allocated employee for the operation of the San Luis Obispo County Personnel Department.

Why: By calculating the costs of recruiting, testing, hiring, and retaining employees, the County has a partial indicator of what its Personnel Program Administration costs are per employee.

How are we doing? Our increases in cost per employee have primarily been related to salary and benefits. The cost per employee is based on Personnel Department net expenditures divided by the number of Board adopted positions, including Air Pollution Control District employees. Using the net expenditures does not acknowledge costs associated with backfilling Personnel Analysts currently assigned to Risk Management and the EFS program. The adopted amount for 03-04 was calculated based on the proposed general fund support budget's net county cost. The 03-04 actual amount was calculated utilizing the department's year end net county cost. It is noteworthy that there are several influencing factors affecting the 04/05 estimated target; such as, the number of Board adopted full time equivalent employees, unknown cost of living adjustment.

Department Goal: Coordinate mandated Harassment training and provide quality, timely consultation and assistance to department managers, supervisors, and employees regarding personnel policies to promote a positive and productive work environment and minimize employee grievances.

Communitywide Result Link: A well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Complaints alleging discrimination/harassment per 1,000 employees	3.38 per thousand	3.38	2.72	2.2	1.9	2.5

What: In order to reduce the number of complaints alleging discrimination/harassment, the Board of Supervisors has established a policy that all County employees will participate in an annual harassment avoidance/anti-discrimination refresher course. Personnel provides training for all departmental harassment avoidance coordinators who in-turn oversee delivery of annual refresher courses to members of their departments.

Why: To create and maintain a workplace free from harassment and discrimination.

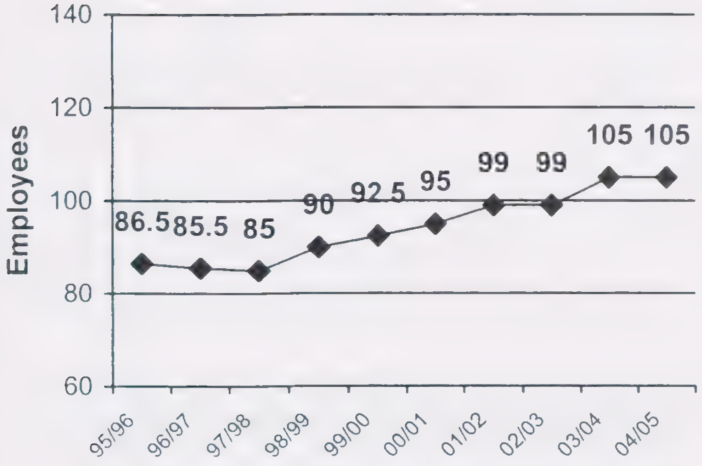
How are we doing: the fiscal year showed a drop to six (6) complaints from eight (8) complaints related to allegations of discrimination and harassment. All have been resolved. Our focused training and prevention program encourages employees to come forward to engage in a healthy dialogue regarding discrimination and harassment issues.

MISSION STATEMENT

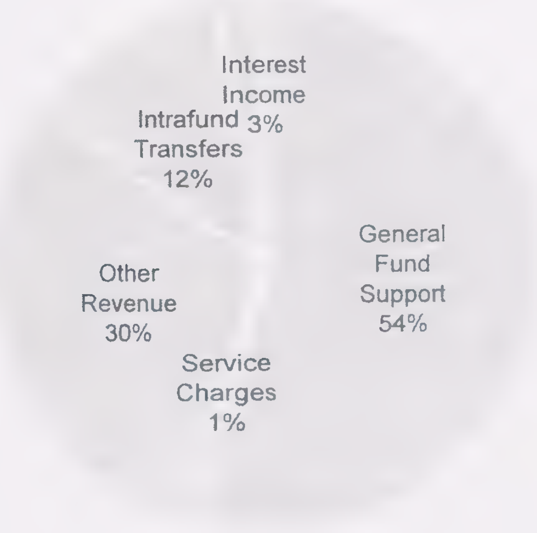
The Department of General Services shall serve the public and all county employees with excellence, cost efficiency, and respect as a significant service provider for the County of San Luis Obispo.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 6,267,892	$ 7,032,750	$ 7,822,206	$ 7,501,434	$ 7,501,434
Services and Supplies	3,545,300	3,787,143	4,222,526	4,083,590	4,083,590
Other Charges	83,200	11,487	22,985	22,985	22,985
Fixed Assets	133,436	66,985	55,220	9,500	9,500
**Gross Expenditures	$ 10,029,828	$ 10,898,365	$ 12,122,937	$ 11,617,509	$ 11,617,509
Less Intrafund Transfers	1,354,912	1,534,059	1,389,572	1,389,572	1,389,572
**Net Expenditures	$ 8,674,916	$ 9,364,306	$ 10,733,365	$ 10,227,937	$ 10,227,937
Revenues	3,041,668	3,089,419	3,966,872	3,966,872	3,966,872
General Fund Support (G.F.S.)	$ 5,633,248	$ 6,274,887	$ 6,766,493	$ 6,261,065	$ 6,261,065

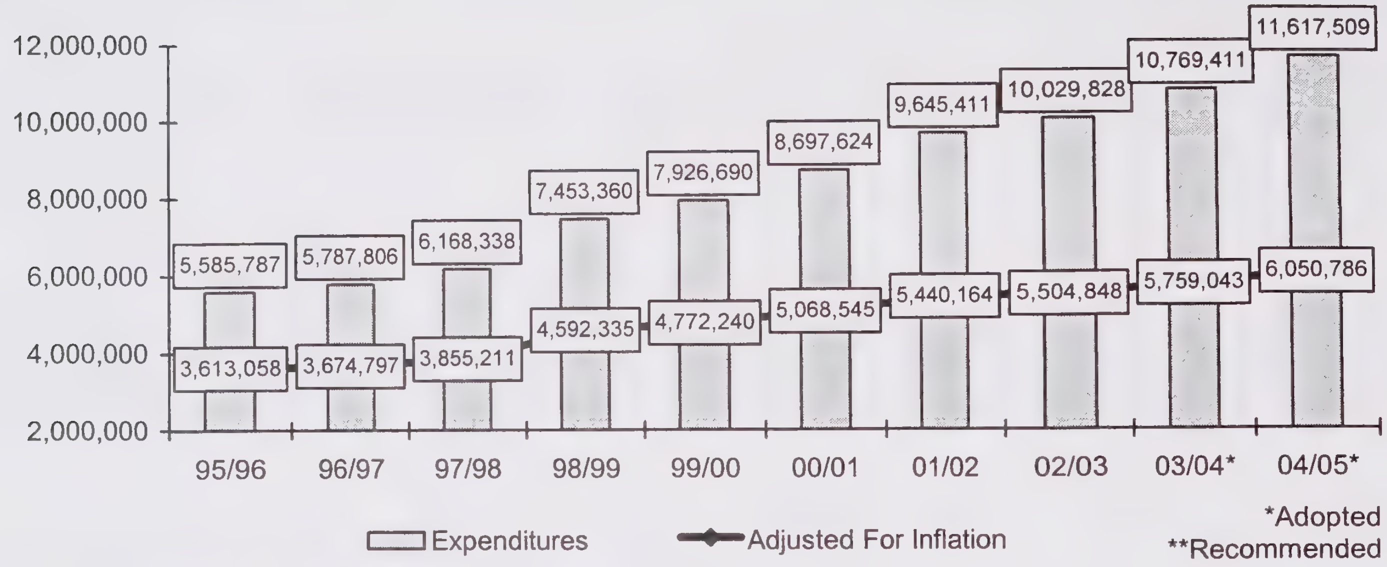
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Administration

Provide general management, supervision, accounting, and secretarial support to all divisions in General Services, County Airports, County Garage, Reprographics, Parks and Golf Courses.

Total Expenditures: $1,398,711 Total FTE: 15.5

Architectural Services

Manage the construction process (design, bidding, contractor selection, implementation, and contract administration) for capital improvement and maintenance projects for County-owned buildings.

Total Expenditures: $1,330,225 Total FTE: 13

Central Mail

Distribute interoffice and U.S. mail for all County Departments and pick-up, meter, and sort outgoing U.S. mail to take advantage of pre-sort discounts.

Total Expenditures: $747,172 Total FTE: 2.5

Central Services

Manage the centralized purchasing program for all County Departments and the Special Districts which are under the control of the Board of Supervisors.

Total Expenditures: $372,132 Total FTE: 6

Custodial Services

Provide general office maintenance, custodial services, and related supplies for County facilities.

Total Expenditures: $1,705,330 Total FTE: 30

Facility Maintenance Services

Perform general operational maintenance and preventative maintenance of County-owned facilities utilizing in-house staff or contracted vendors depending upon the scope of the project.

Total Expenditures: $2,562,288 Total FTE: 30

Grounds Services

To maintain the landscaping of County buildings and facilities in a timely manner.

Total Expenditures: $401,579 Total FTE: 3

Maintenance Projects and Utilities

To maintain and enhance utility services for existing County facilities.
Total Expenditures: $1,558,225 Total FTE: 1

Real Property Services

Manage the utilization, leasing, permitting, acquisition, purchase, sale and transfer of County-owned real property, including land, buildings, and improvements. Procure, negotiate, establish and administer real property lease contracts and agreements for County Departments (i.e. County as Lessee and County as Lessor/Permittor).
Total Expenditures: $1,541,847 Total FTE: 4

DEPARTMENT COMMENTS

The Department of General Services is attempting to submit its annual budget equal to that of last year's funding. The base year has not been adjusted for the 2003/04 cost of living adjustment (COLA) or the doubling of Workers Compensation rates and we are therefore absorbing this cost as part of our "bottom line".

Overall salaries have increased by $757,615 or 11% due to worker's compensation, liability insurance, and prevailing wages.

The services and supplies accounts have increased by $109,983 or 2% mostly due to the inflationary costs. Cuts were made in most areas of services and supplies in order to meet the net county cost from last year.

The 5000 and 9000 revenue accounts (charges to customer departments) have risen by $150,757 and $167,018 respectively, based upon user demand, new negotiated salary increases, and higher Workers Compensation rates.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Services' General Fund Support is increasing $105,547 or 1%. Total expenses are increasing 7% and revenues are increasing 17%. The vast majority of the expense increases are due to an 11% increase in salaries and benefits, which is due to worker's compensation, liability insurance, and prevailing wages as no new positions are being added.

The construction of the County's new government center on Monterey Street in the City of San Luis Obispo will be complete and operational during FY 04-05. Due to the increase in office and parking garage space, General Services requested four custodian positions, two facilities maintenance mechanic positions, one grounds keeper position, and a sweeping machine for the parking garage below the new government center. As these requests would cost a minimum of $315,000 annually, the Administrative Office is not recommending these requests. The department will accommodate the support of the new facility with its existing staffing levels. As a result of this, some service reductions will occur. These reductions include a reduced frequency of trash pick-up at County department offices, increased response time to maintenance requests, and reduced preventative maintenance. Lastly, General Services will be implementing an aggressive energy savings program, which is budgeted to avoid $70,000 of utility costs.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide timely, accurate, and cost effective architectural services to all County Departments with capital improvement and maintenance projects.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of capital improvement/ maintenance projects initiated within one year of approval by the Board of Supervisors.	90%	93%	86%	95%	100%	85-100%

What: This tracks the percentage of projects started within one year of approval by the Board of Supervisors.

Why: This ratio of projects started verses projects approved is a measure of timely performance by Architectural Services and is a measure of staff's resources available to meet the capital project needs of County Departments in a timely manner.

How are we doing? Architectural Services manages new projects, multi-year projects, and projects which are established mid-year. Architectural Services is currently responsible for managing approximately 130 projects. A 15% variance in relation to target is normal for this volume of projects due to factors such as project complexity, staff availability, and other factors beyond the project coordinators' control. 27 new projects were approved during the 2003-04 budget process, which Architectural Services was responsible for managing. (Other divisions or departments manage some approved projects.) Of these 27 projects, 4 projects were "put on hold" at the request of the client department. The remaining 23 projects, valued at $11,882,200, were all initiated during the 2003-2004 fiscal year, resulting in 100% of capital/maintenance projects being initiated within one year of approval by the Board of Supervisors. In addition, Architectural Services initiated the remaining 3 projects leftover from last fiscal year that were not initiated, for a total of 30 new projects initiated during 2003-2004.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of capital projects completed within their original budgeted cost estimate.	95%	75%	90%	80%	75%	80%

What: This is a measure of the percentage of projects completed within their budgeted allocations compared to the total number of projects completed within a fiscal year. This ratio gives the success rate of projects completed within budget.

Why: This measure reflects on the ability of Architectural Services staff to manage projects cost effectively and to provide reliable and accurate cost estimating for the County's Capital Improvement Program.

How are we doing Capital project estimates are completed 6 to 9 months before the projects are approved for implementation. Project scopes can be refined or changed after the estimates enter the budget process. All of these factors lead staff to conclude that a 75%-80% success rate of completing capital projects within their budget is an aggressive measure. 2003-04 saw unprecedented escalating construction costs due to increased costs for materials, especially petroleum and steel, transportation, labor, insurance and bonding, making it extremely challenging for Architectural Services to manage projects within original budgeted estimates. Of the 72 projects completed by Architectural Services, 54 projects were completed within their original budgeted cost estimate for a 75% success rate. It is significant to note, however, that total costs for the 72 projects ran 2% overall under budget ($6,895,710 estimated cost/$6,754,214 actual cost). (These figures include CIPs, Maintenance, Countywides, as well as projects performed as a result of work authorizations for services. This data also includes cost savings on completed projects prior to any transfer of savings to other projects. This data does not include projects managed by Depts/Divs other than Architectural Services.)

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Total Capital Improvement and Maintenance Projects appropriated dollars per Architectural Services staff member.	New Measure	$7.1 million/ person	7.55 million/ person *	2.3 million/ person	7.55 million (4.28 w/o New Gov't Center)	7.99 million/ person **

What: This is a measure of the total appropriated dollars in the County Capital Improvement and Maintenance Projects Programs divided by the number of Architectural Services staff tasked with delivering these projects.

Why: This is a measure of staff effectiveness in managing and delivering Capital and Maintenance Projects for the County. The higher this number, the more work being delivered by each individual staff member.

How are we doing? In 2003-04 each coordinator managed $7.55 million in projects (including the $40 million New Government Center project). If the value of this project and the coordinator managing the project are excluded from the calculations, the remaining staff members managed projects valued at approximately $4.28 million per coordinator (including new projects added mid-year and work authorizations). This amount exceeds the 03-04 Adopted Target and exceeds the historical comparable amount managed by neighboring counties ($2.24 million) by over 50%. The 2003-2004 capital improvement and maintenance program proposed many large projects including the $40 million New Government Center, the $2.2 million North County Regional Center (new Sheriff station and Agricultural Commissioner office building), $4.4 million for General Hospital infrastructure improvements, a $2 million entry remodel & upgrades to the Juvenile Services Center, the construction of a new courthouse in Paso Robles ($7.85 million), a $3 million new Airport Fire Station, and approximately $5.4 million for airport runway work and preliminary design of a runway extension and new passenger terminal.

Department Goal: Provide timely and effective custodial services to all County Departments.

Communitywide Result Link: A well-governed community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of County departments rating custodial services as "good" to "excellent" in annual customer survey.	75%	93%	91%	90%	90%	90%

What: Annual surveys of County Departments provides a measure of customer satisfaction regarding the cleanliness of facilities, staff responsiveness, staff courtesy and the ease of doing business with Custodial Services.

Why: Our success in providing acceptably clean facilities to client Departments is ultimately measured in the responses and opinions of our clients.

How are we doing? Facility Cleanliness is very subjective and satisfaction levels differ widely among our clients. In 2003-04, we earned a 90% satisfaction level. However, if square footage continues to increase without an increase in the number of staff, it is highly unlikely we will be able to maintain a 90% rating in customer satisfaction.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Square footage of office space cleaned per custodian.	21,542 square feet	21,961 square feet	22,260 square feet	22,260 square feet	24,532 square feet	22,400 square feet

What: This measure shows the amount of office space each custodian is responsible for keeping clean.

Why: This measures helps to show the efficiency of our custodial staff.

How are we doing? Custodial industry standards state that one custodian is needed for every 18,000 square foot of office space to maintain an acceptable level of cleanliness in a facility. Currently each custodian is servicing 36% more office area than the industry standard. The actual square footage per custodian results are higher because of additional areas of responsibility and adjustments to square footage resulting from on-site measurements.

Department Goal: Provide timely and effective facility maintenance service to all County departments in a cost effective manner.

Communitywide Result Link: A well-governed community.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Square footage of facilities maintained per Maintenance Mechanic.	New Measure	55,880 sq ft/ person	59,025 sq ft/ person	56,300 sq ft/ person	54,389 sq ft/ person	52,800 sq ft/ person

What: This measure shows the amount of space each maintenance mechanic is responsible for maintaining.

Why: This measure helps to show the effectiveness of our maintenance staff.

How are we doing? Maintenance industry standards call for one maintenance mechanic for every 49,000 square feet of facility space. The statistics show each maintenance mechanic is maintaining approximately 11% more area than the current industry standard. This drop in overall square footage per mechanic is the result of adding additional staff when General Services took over the old hospital campus.

7. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of total person hours available dedicated to the preventive maintenance program.	13%	16%	12%	15%	14%	18%

What: This measure compares the maintenance person hour resources being dedicated to and utilized in the preventive maintenance program.

Why: The overall goal is to increase and enhance the preventive maintenance program to limit unscheduled breakdowns, control costs for major maintenance, and reduce the number of routine work orders requested by departments. Measuring hours dedicated to the preventive maintenance program is an indicator of a more or less active PM program.

How are we doing? In order to maximize the benefits of the PM program, our long-term goal is to have 40% to 50% of all maintenance completed via scheduled preventative maintenance. Until we secure additional staff resources for this effort, however, we will likely maintain a rate of around 15%.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of routine, operational maintenance work orders receiving a response within 5 days.	60%	75%	88%	80%	91%	90%

What: This is a measure of the time required from receipt of a work order to the actual on site response to that work order by a maintenance mechanic. We have determined that a 5-day response time for routine work orders would be a desirable maximum response time.

Why: The quicker the on site response is to maintenance work orders received, the faster the problem can be repaired. Responding quickly should limit the impact of needed facility repairs on client operations. The overall goal is to make the facility as transparent as possible for the end users.

How are we doing? We are well over our targeted goal and have provided an excellent response time for our clients. This correlates with the fact that each mechanic is responsible for slightly less square feet per person, and our response time per work order is dropping.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual Results	04-05 Target
Percentage of County Departments rating maintenance services as "good" or "excellent" in annual customer survey.	85%	100%	100%	95%	100%	95%

What: Annual survey of user Departments would measure opinions about the condition of the facilities, the quality of staff service and the ease of doing business with Maintenance Services. This measure focuses on the overall quality of our maintenance building service.

Why: All of our efforts to provide transparent facilities for client Departments ultimately comes down to the satisfaction and opinions of those end users. Periodic surveys helps staff better measure those opinions.

How are we doing? Once again, the overall ratings of staff quality, technical ability, ease of communications and ability to obtain service are high again this year.

Department Goal: : Procure, negotiate, establish and manage leased space to support effective operations of County Departments (i.e. County as Lessee); negotiate, establish, and administer contracts with tenants of County-owned real estate (i.e. County as Lessor). Negotiate the purchase, acquisition, sale, transfer, and use of County-owned real property (buildings and land) managed by the Department of General Services to benefit the public interest.

Communitywide Result Link: A well-governed community.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of leased facilities secured by Real Property Services for less than or equal to the market rate per square foot.	New Measure	100%	95%	95%	95%	95%

What: Percentage of new or renewed lease facilities secured at less than or equal to the market rate per square.

Why: To ensure the cost effectiveness of County leases.

How are we doing? Real Property Services currently manages 117 leases for County as lessee. During FY '03-04, staff negotiated 21 new or renewed leases. Of these, 20 were equal to or below market rate, and 1 slightly exceeded market rate to due a short-term cancellation clause negotiated for County's benefit.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of permits (i.e. Use, Access, Film, Government Center) issued to users within the requested time frame by the Real Property Services for County-owned real estate controlled by the Department of General Services.	New Measure	98%	100%	98%	96%	95%

What: Percentage of permits (i.e. Use, Access, Film, Government Center) annually issued to users within the requested time frame.

Why: To accommodate the public's/users' requests to utilize County-owned real estate.

How are we doing? Real Property Services processed 58 permits during FY '03-04. Of these, 56 (96%) were processed within the time frame as requested by the Permittees. Permittees often do not anticipate sufficient lead time to process a request, however, Real Property Services has always delivered the permit prior to Permittees project start date.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of instances whereby Real Property Services responds within 24 hours to a complaint or inquiry related to a leased facility.	New Measure	98%	100%	95%	100%	98%

What: Percentage of instances whereby the Real Property Services responds within 24 hours to a complaint or inquiry related to a leased facility.

Why: To demonstrate staff responsiveness in a timely manner to neutralize caller concerns, to mitigate potential health and safety issues and/or building integrity issues; to maintain positive rapport with landlords and tenants; and to ensure that County leased facilities provide a safe, efficient, and comfortable working environment.

How are we doing? During FY '03-04, Real Property Services processed 67 complaints or inquiries from departments located in leased facilities. Real Property Services responded to these issues within 24 hours 100% of the time, even during the week following the largest earthquake in the County's history. Although problems cannot always be *resolved* within 24 hours, we do respond to the departments quickly and our level of communication with departments is excellent.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of County Departments rating Real Property Services as "good" to "excellent" in securing and negotiating with tenants, landlords, permittees, and concessionaire's.	Did not exist	Did not exist	Did not exist	Did not exist	New Measure for '04-05	90%

What: Annual survey of the top four department managers who have utilized these services offered by Real Property Services during the fiscal year.

Why: To assist departments in achieving full utilization of County real estate assets, maximize revenue to the County, assist departments to make cost-effective moves to leased facilities, and provide a professional level of representation in negotiations between County departments and tenants, landlords, permittees, and concessionaires.

How are we doing? This is a new performance measure. Our goal is to maintain at least a 90% level of "good" to "excellent" responses.

Department Goal: Provide friendly, timely, accurate financial support services to the Department of General Services and other County Departments.

Communitywide Result Link: A well-governed and prosperous community.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of vendors who are paid within 30 days of receipt of invoice if proper documentation is received.	98%	98%	99%	99%	99%	99%

What: Invoices from vendors, suppliers, and contractors which are processed within 30 days of receipt.

Why: To provide prompt payment to vendors doing business with the County.

How are we doing General Services maintains an excellent reputation with our vendors for timely payment of their invoices. On a rare occasion, an invoice is delayed somewhere between the vendor and General Services and we are unable to process the invoice within the 30-day goal. Frequently, General Services receives invoices that do not belong to General Services, and we promptly investigate and send the invoices to the correct Departments to facilitate swift payment.

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of total budget spent on overhead.	New Measure	New Measure	5.0%	4.5%	Measure to be eliminated & replaced with #16 below	Measure to be eliminated & replaced with #16 below

What: This measure shows the amount of overhead as a percentage of the total General Services budget.

Why: This measure helps to show the cost effectiveness of our General Services Administrative staff.

How are we doing? This intent of this performance measure was to monitor the cost effectiveness of Administrative support to General Services departments and divisions in accordance with the following formula: First we calculate total salaries of Director, Deputy Director and Secretarial staff. Then we subtract that amount from total expenditures of General Services and arrive at that number. We divide the 1st number by the second to come up with the total percentage. Upon recent review, it was determined that staff has little influence over the factors of this performance measure and it is not a useful measure. Consequently, this measure is being eliminated and replaced with the following, more useful, performance measure.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of survey respondents who rate Accounting services as "good" or "excellent" in the customer survey.	Did not exist	Did not exist	Did not exist	Did not exist	100%	90%

What: Survey of customers provides a measure of customer satisfaction regarding staff responsiveness, courtesy, and accuracy of information.

Why: Our success in providing helpful service and accurate information is measured in the responses and opinions of our customers.

How are we doing? This is a new measure in fiscal year 03-04. An electronic survey was created to make it easier and quicker for respondents to complete. The survey was distributed in June 2004 and 100% of respondents rated services at "good" or "excellent."

Department Goal: Efficiently provide timely and reliable distribution of U.S. and interoffice mail service to all County departments.

Communitywide Result Link: A Well-Governed Community.

17 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average cost per piece of mail distributed.	New Measure	.44	.46	.47	.46	.47

What: Measures the average cost to distribute each piece of U.S. mail.

Why: To ensure cost effectiveness of county operations.

How are we doing In 2003-04, 1,205,677 pieces of U.S. mail were processed (excluding interoffice mail), and County Departments were billed $551,357 in postage. Therefore, it cost Departments an average of .46 cents of postage per piece of U.S. mail processed. It is anticipated that the cost of postage will rise this next year due to inflation.

18 Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of County departments rating their level of satisfaction with the services of Central Mail as satisfactory or better.	95.5%	100%	100%	100%	100%	100%

What: Results of a customer satisfaction survey.

Why: To ensure internal customers needs are satisfactorily met.

How are we doing? Results of our customer satisfaction survey indicate the goal is being met. We will continue to monitor our customers' satisfaction level with our services. We are unsure of the impact of the Departments moving from current locations to the new Government Center and will look forward to facing this challenge in the year ahead.

Department Goal: Efficiently provide effective purchasing services to meet the needs of County departments and maintain the public trust in the expenditure of County funds.

Communitywide Result Link: A Well Governed Community

19. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of purchasing transactions reviewed for competitive pricing.	New Measure	20%	28%	20%	20%	20%

What: A measure of the percentage of purchasing transactions that included a competitive process or other cost comparison prior to contracting.

Why: To encourage market competition among suppliers of goods and services and assure cost effectiveness.

How are we doing? The industry standard estimates that 20% of the transactions usually encompass 80% of the total dollars. We are continuing to meet industry standards by competitively pricing all large dollar purchases.

20. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of County departments rating their level of satisfaction with the services of Purchasing Services as satisfactory or better.	97.6%	98%	98%	100%	100%	100%

What: Results of a satisfaction survey.

Why: To ensure that purchasing services offered are responsive and satisfactory in meeting the needs of County departments.

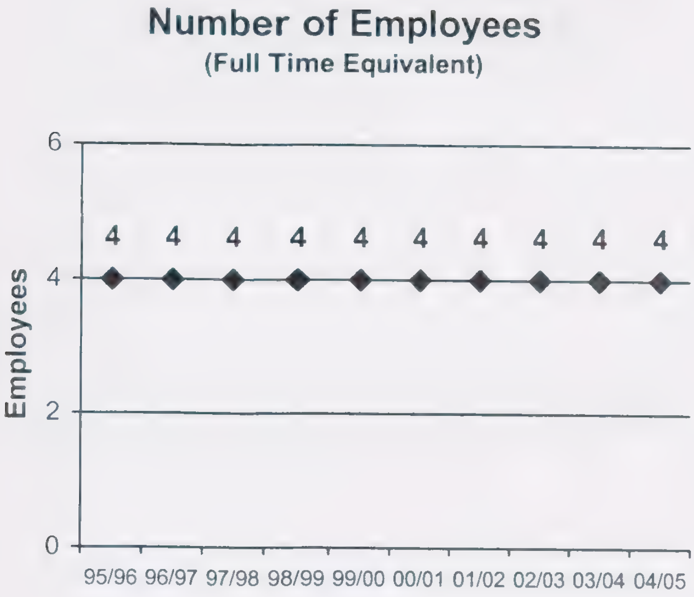
How are we doing? Results of our customer satisfaction survey indicate the goal is close to being met. We will continue to monitor our customers' satisfaction level with our services. Last survey was completed in June 2004.

MISSION STATEMENT

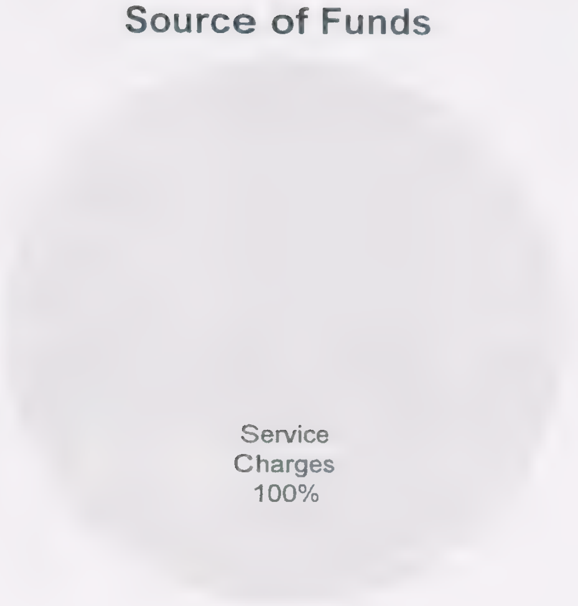
Provide skilled, responsive, and cost effective Reprographic services to our customers in a friendly and service-oriented manner.

SCHEDULE 10

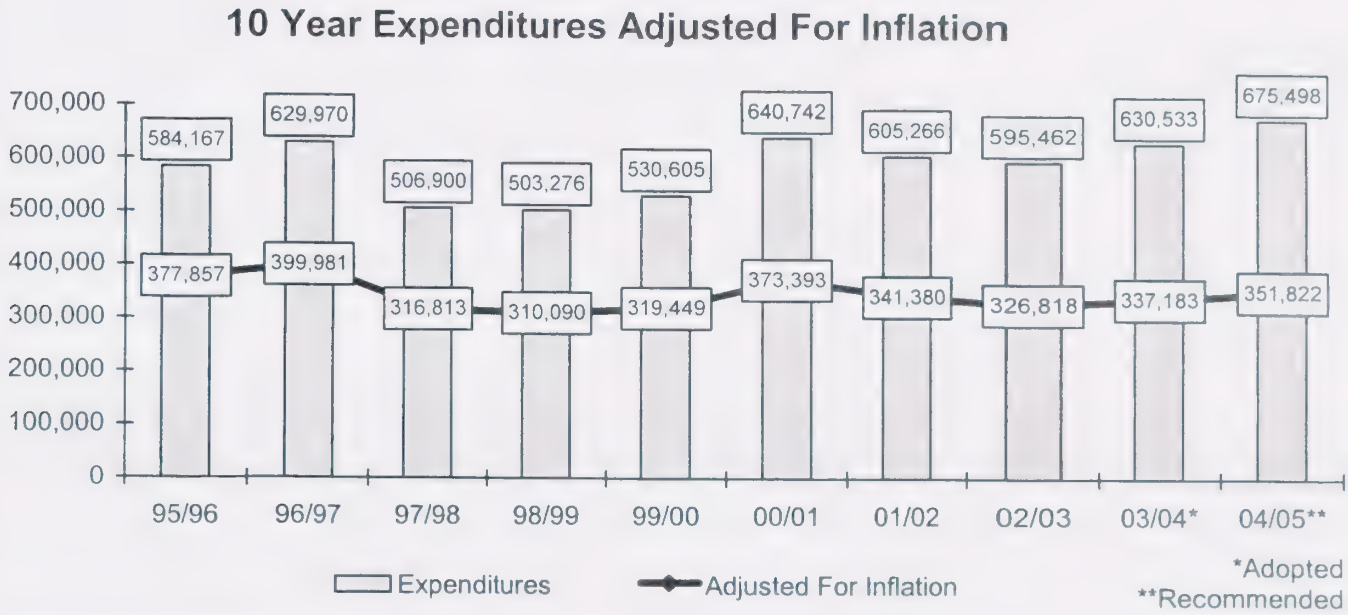
OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Copying and Printing	574,121	628,629	675,498	675,498
Other	0	0	0	0
TOTAL OPERATING REVENUES	574,121	628,629	675,498	675,498
NONOPERATING REVENUES				
Maintenence Project	(7,910)	0	0	0
Interest	1,347	1,028	0	0
TOTAL NONOPERATING REVENUES	(6,563)	1,028	0	0
OPERATING REVENUES				
Sale of Fixed Assets	0	(19,173)	0	0
TOTAL OPERATING REVENUES	0	(19,173)	0	0
TOTAL REVENUES	567,558	610,484	675,498	675,498
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	214,829	222,928	254,972	254,972
Services and Supplies	313,134	318,338	355,263	355,263
Depreciation	37,010	29,200	20,929	20,929
Countywide Overhead Allocation	30,489	26,451	44,334	44,334
TOTAL OPERATING EXPENSES	595,462	596,917	675,498	675,498
TOTAL EXPENSES	595,462	596,917	675,498	675,498
NET INCOME (LOSS)	(27,904)	13,567	0	0
FIXED ASSET EXPENDITURES				
Equipment	0	21,818	0	0
TOTAL FIXED ASSET EXPENDITURES	0	21,818	0	0



Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation

SERVICE PROGRAMS

Reprographics

Provide centralized reprographic services to County departments and other governmental agencies, including copying, offset printing, and blueprinting.

Total Expenditures: $675,498 Total Staffing (FTE): 4.0

DEPARTMENT COMMENTS

The Department of General Services, Reprographics Division, is submitting its 2004/05 Reprographics ISF budget based upon the present revenue and expense forecast. These estimates are based upon 2002/03 actual charges to departments and actual expenditures.

There are no changes proposed for permanent staffing levels for next fiscal year. The budget reflects a full staff and the increased workers compensation rates.

The Services and Supplies accounts have increased by $12,296 due to the following factors: (1) a $30,774 increase in General Services billings for accounting and management support, (2) a $17,883 increase in countywide overhead charges, (3) $53,153 of decreases partially due to declining costs of supplies associated with a declining demand for services, and fewer jobs sent out of shop as a result of newer equipment with greater functionality (4) an increase in maintenance contracts due to replacement of a 13 year-old copy machine with a new machine (offset by decreases in 3000 depreciation expenses), (5) various minor decreases in other expenditure accounts. No funds are budgeted for relocation expenses associated with the New Government Center and the expansion of the Courts Holding Facility.

The depreciation account has decreased by $17,862 due to the elimination of the previous copy machine's depreciation expense.

No new fixed assets are budgeted this fiscal year.

Revenues have increased by $21,961 due to the increase in printing rates effected to compensate for annual inflationary increases in expenditures.

General Services will continue to monitor the Reprographics operations to ensure its continued viability while offering high quality services for less than market rates. The previous acquisitions of new equipment have increased productivity and expanded services available to County departments while enabling the Reprographics Division to maintain rates at below market.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget for FY 04-05 is relatively unchanged from FY 03-04. Compared to the FY 03-04 Adopted budget, salaries and benefits have increased 12%. These increases are due to worker's compensation, liability, and prevailing wage costs. There are not any changes to staffing levels.

Revenues are budgeted 3% higher than the FY 03-04 Adopted budget. The growth is due to an increase in rates that went into effect in November 2003. As this budget unit is an internal service fund, General Fund dollars would not be made available to the department should there be revenue shortfalls.

BOARD ADOPTED CHANGES

None.

GOALS/PERFORMANCE MEASURES

Department Goal: Provide skilled, responsive, and cost effective reprographic services to County departments.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of all quick copy and printing requisitions completed by the customer's required delivery date and time.	100%	100%	99%	100%	98%	98%

What: A measure of customer service based upon timeliness of completion.

Why: To ensure effective customer service.

How are we doing? Overall, 98% of jobs are completed by the customer's required deadline. On rare occasions, it is not possible to do so due to factors beyond our control (e.g. the customer's deadline is unrealistic, a machine breaks down.)

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customer survey respondents who rate quality of reprographics services as satisfactory or better.	96%	100%	97%	100%	100%	96%

What: Survey results of internal County department customers.

Why: To ensure effective customer service.

How are we doing? Surveys are distributed to customers with the final print/copy job so that the survey response is job specific and immediate. In 2004-05, 93% of respondents rated their satisfaction with the quality of service as "extremely satisfied", and 7% responded "very satisfied."

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average percentage of savings achieved by use of in-house print shop versus private businesses.	Did not exist	New Measure	49%	40%	Measure to be eliminated, & replaced with #4 below	Measure to be eliminated, & replaced with #4 below

What: Survey results of prices for typical County printing requirements.

Why: To ensure that resources are properly allocated to reprographics operations.

How are we doing? August 2003, Reprographics conducted a comparable rates survey with private print shops. Results showed Reprographics printing rates were 49% below market on average. Due to a revenue shortfall in FY02/03 and a projected revenue shortfall this fiscal year, printing rates were increased to stabilize Reprographics financial situation. After the rate increase, printing rates remain significantly below market. It is no longer feasible to set rates 40% below market as a long-term financial goal. Rates will continue to be set below market, but rates should ebb and flow with market conditions as in the private sector. Therefore this performance measure is being substituted with the following, more useful, performance measure.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Rates charged by Reprographics for common print jobs compared to rates charged by private vendors for the same jobs.	Did not exist	Did not exist	Did not exist	Did not exist	Below market. See comments below.	Repro rates below market rates (private vendors)

What: Job rates charged by Reprographics to perform common print jobs as compared to a local private vendors rates.

Why: To demonstrate Reprographics cost competitiveness with local private vendors.

How are we doing? Rate comparison conducted August 2004 for following two jobs: (1) 5,000 8.5"x11" 2 color Lt. Hd., (2) 500 #10 S/24 white reg. env. one side black ink. For Job (1) private vendors' rates = $396.29 & $501.94. Reprographics rate = $367.00 or 93% & 73% of the private vendors' rates. For Job (2) private vendors' rate = $69.71 & $115.66. Reprographics rate = $61.78 or 88% & 53% of the private vendors' rates.

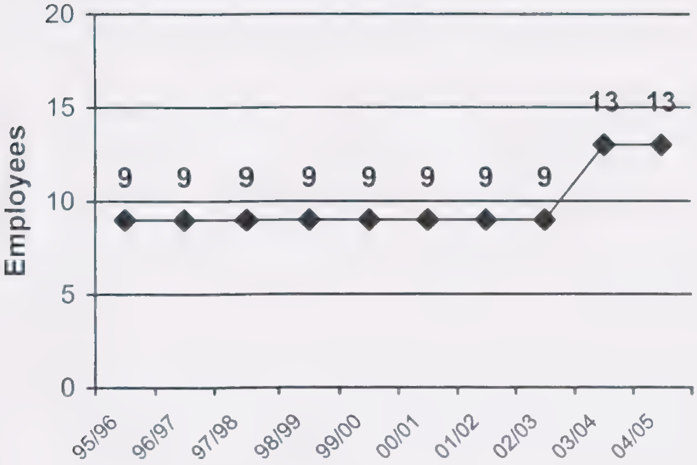
MISSION STATEMENT

Fleet Services shall seek innovative solutions in order to provide safe, dependable transportation to our customers. We will use cost effective fleet strategies and efficient repair and replacement methods.

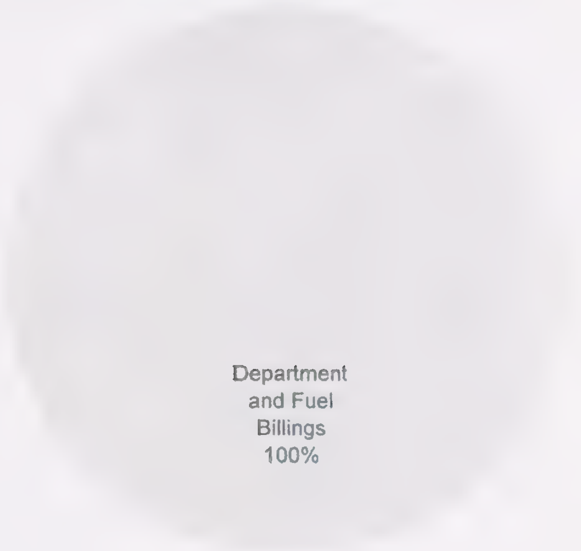
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Departmental Billings	2,947,697	3,175,520	3,438,231	3,438,231
Fuel Charges (Co. Eng.)	106,613	117,164	137,750	137,750
Fuel Charges (Transit)	155,772	275,600	177,750	177,750
Fuel Charges (SCAT)	0	0	0	0
Pool Car Charges	55,854	39,407	64,500	64,500
TOTAL OPERATING REVENUES	3,265,936	3,607,691	3,818,231	3,818,231
NONOPERATING REVENUES				
Interest	30,061	27,386	35,000	35,000
Accident Restitution	0	0	10,000	10,000
Gain on Sale of Assets	(73,190)	(20,952)	(10,000)	(10,000)
Other	184,007	118,682	25,000	25,000
TOTAL NONOPERATING REVENUES	140,878	125,116	60,000	60,000
TOTAL REVENUES	3,406,814	3,732,807	3,878,231	3,878,231
EXPENSES:				
OPERATING EXPENSES				
Salaries and Benefits	665,230	882,893	963,864	963,864
Services and Supplies	1,428,948	1,736,792	1,499,735	1,499,735
APCD Vehicles Returned	0	51,720	0	0
Depreciation	1,223,933	1,134,163	1,263,970	1,263,970
Countywide Overhead Allocation	82,875	85,755	147,357	147,357
TOTAL OPERATING EXPENSES	3,400,986	3,891,323	3,874,926	3,874,926
TOTAL EXPENSES	3,400,986	3,891,323	3,874,926	3,874,926
NET INCOME (LOSS)	5,828	(158,516)	3,305	3,305
FIXED ASSET EXPENDITURES				
Equipment	1,132,204	561,328	1,326,000	1,326,000
Structures, Improvements	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	1,132,204	561,328	1,326,000	1,326,000

Number of Employees
(Full Time Equivalent)



Source of Funds



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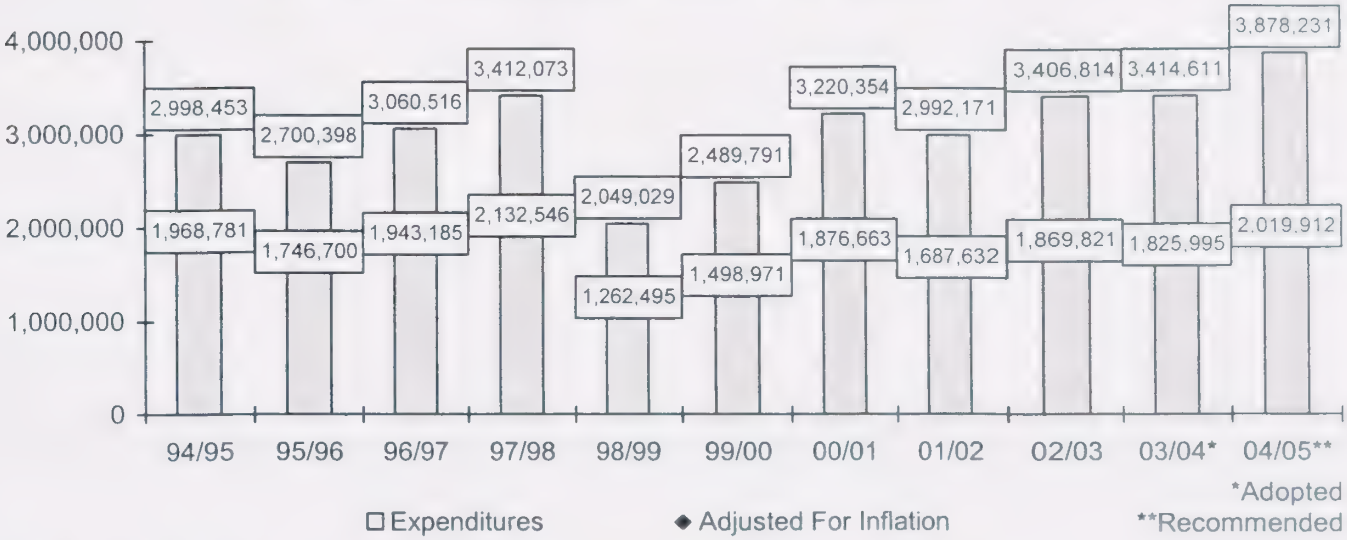
10 Year Revenues Adjusted For Inflation



SERVICE PROGRAMS

Fleet Services Operations

Operate the County Fleet Services and the centralized motor pool with a fleet of cars, trucks, police vehicles, and equipment (mowers/tractors/trailers) for use by various County departments at the lowest possible maintenance and operating costs.

Total Expenditures: $3,874,926 Total Staffing (FTE): 13

DEPARTMENT COMMENTS

The Department of General Services Fleet Services is submitting its annual budget for fiscal year 2004/05 with no increase in staffing levels. An analysis of the accounts is as follows:

Salaries and benefits accounts have increased by $ 93,437 or 10% due to increased workers compensation rates, step increases and COLAs this fiscal year.

There has been an increase of $226,276 or 15% increase in the service and supplies accounts due to increased number of vehicles being serviced in the fleet as a result of the merger with Public Works.

As more vehicles have been added to the fleet, the vehicle depreciation costs have increased correspondingly and the depreciation account has increased by $128,816. These costs are passed on to user departments as part of their monthly billing for their assigned vehicles.

In accordance with Board policy vehicles are generally replaced only after 8 years of service or 120,000 miles. Last fiscal year there were 45 vehicles being replaced versus 70 vehicles proposed for replacement this fiscal year. This has resulted in a $483,207 increase in fixed asset requests.

Revenues have increased by $456,620 or 13% to reflect higher depreciation on newer vehicles and a greater number of vehicles and pieces of equipment being serviced since the merger with Public Works.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The Fleet Services division of General Services is an Internal Service Fund (ISF). Internal Service Funds charge user departments directly for their services.

The Department's comments capture the essence of the budgetary changes as compared to the FY 03-04 Adopted budget. In addition, one Equipment Mechanic I/II is recommended to be reclassified to a Lead Fleet Mechanic per the October 2003 reclassification window period. The cost of the reclassified position is $2,200. In order to make the change cost neutral to Fleet Services, the temporary help budget was reduced by the same amount.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Manage and operate a full-service automotive operation (purchase, maintenance, fueling, and sale) of an extensive fleet to meet the needs of Law Enforcement and other County departments in a cost effective and timely manner.

Communitywide Result Link: A safe and well governed community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of vehicles with full-service preventive maintenance completed within 24 hours of delivery of vehicle, if parts are available.	95%	95%	95%	95%	96%	85%

What: County Fleet Services' policy is to perform preventive maintenance on each vehicle every 4 months or 4,000 miles and for law enforcement vehicles, every 2 months or 5,000 miles.

Why: To minimize costly repairs and enhance productivity for vehicle drivers.

How are we doing? We met our target through 03/04And are on track to meet our target of 85% for 04/05. The target number was reduced due to the consolidation of public works heavy equipment shop and the automotive shop, as heavy equipment consumes much more time on servicing.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of service requests (non-preventive maintenance) completed within 24 hours of delivery of vehicle, if parts are available.	90%	90%	90%	95%	86%	80%

What: County Fleet Services' policy is to perform service requests (non-preventive maintenance) on each vehicle within 24 hours of delivery of vehicle to Fleet Services.

Why: To insure that operating departments have sufficient vehicles to perform their duties.

How are we doing? At the end of the 02/03 fiscal year, Fleet Services was consolidated and absorbed Public Works heavy equipment. Non-preventative maintenance work on heavy equipment is much more time consumptive than automobiles. Therefore, the 03/04 Projected Results and the 04/05 Target columns above have been adjusted to 80% to compensate for the inclusion of the heavy equipment. In 03/04 we exceeded our adjusted goal of 80% and are on track to meet the goal in 04/05. In addition, Fleet Services' staff is providing a pickup and delivery service that is minimizing departments labor costs to transport vehicles to the County Fleet Services' facility.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of survey respondents who rated quality of vehicle maintenance as "satisfied" or "very satisfied".	New Measure	80%	99%	95%	98%	95%

What: Annual surveys of vehicle users measure how effective Fleet Services' staff is at maintaining vehicles to their customers satisfaction.

Why: To insure satisfied customers and meet their vehicle needs.

How are we doing? We are still pleased that the vast majority of our customers rate our service as satisfied to very satisfied. We survey by placing a card inside each vehicle, which is mailed in to accounting.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Cost per brake service compared to a private vendor.	New Measure	New Measure	$456.79 Fleet Svs / $922.29 private vendor	$533.81 Fleet Svs / $922.29 private vendor	$547.62 FleetSvs $922.29 private vendor	$560.50 Fleet Svs / $968.40 private vendor

What: This measure shows the labor costs incurred by Fleet Services to carry out a routine front and back brake replacement compared to a local private vendor's labor costs for a like model vehicle.

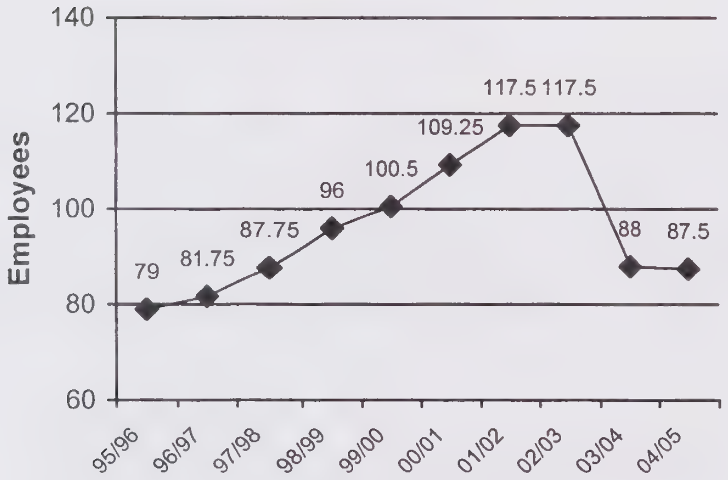
Why: This measure helps to demonstrate Fleet Services' cost competitiveness.

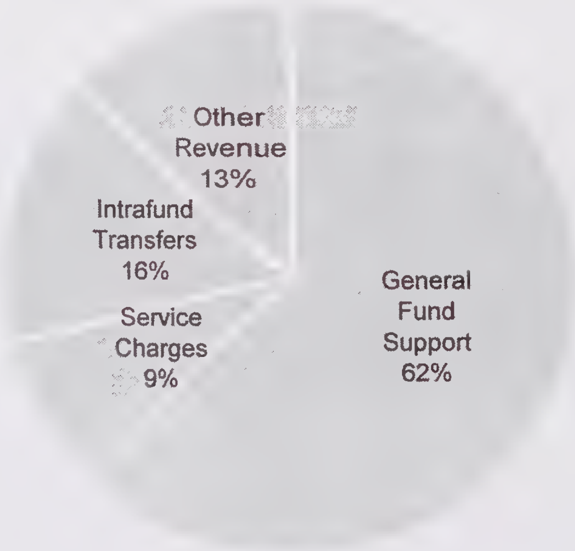
How are we doing? Fleet Services was able to perform the complete brake job for $547.62 which included a mid-year parts price increase, on the comparison for a complete brake job on a Crown Victoria which are very common in our fleet as Sheriff Patrol Cars. The 03/04 Actual Results are based on Fleet Services sign on and sign off fleet tracking system for a particular employee on a specific job. Costs will range up to a current maximum of $560.50 in the 04/05 budget year as there will be a slight increase in parts cost.

MISSION STATEMENT

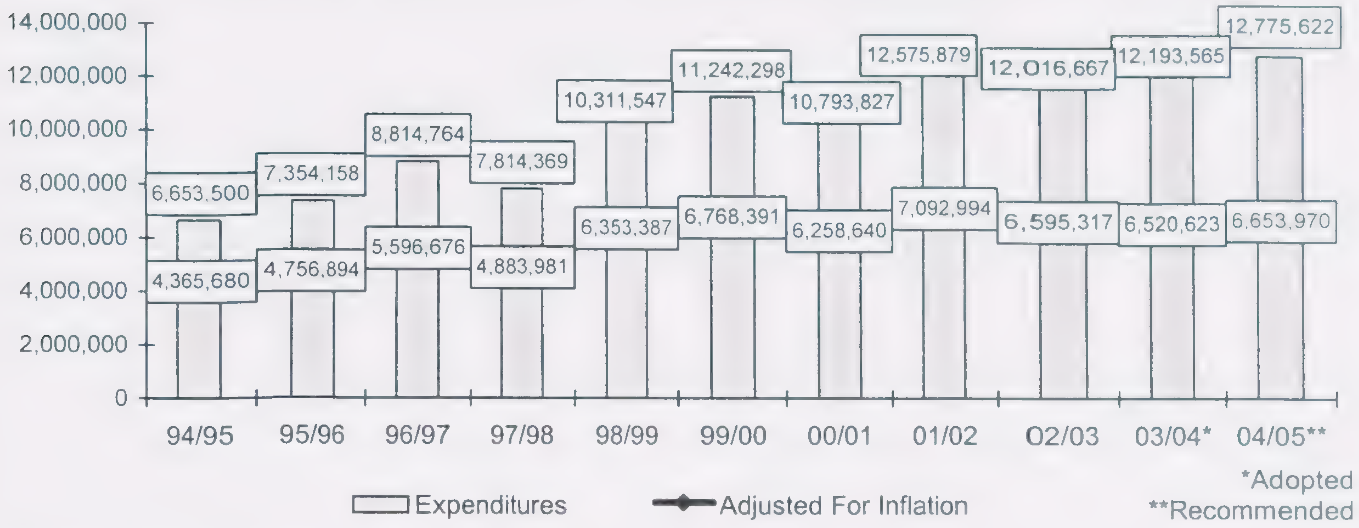
The Information Technology Department (ITD) is a professional team dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 8,262,499	$ 7,898,670	$ 8,683,153	$ 8,719,019	$ 8,719,019
Services and Supplies	3,456,572	3,896,366	4,063,929	4,013,903	4,013,903
Other Charges	0	0	0	0	0
Fixed Assets	297,596	59,924	117,700	42,700	42,700
**Gross Expenditures	$ 12,016,667	$ 11,854,960	$ 12,864,782	$ 12,775,622	$ 12,775,622
Less Intrafund Transfers	2,673,903	1,471,751	2,135,615	2,054,478	2,054,478
**Net Expenditures	$ 9,342,764	$ 10,383,209	$ 10,729,167	$ 10,721,144	$ 10,721,144
Revenues	2,626,151	2,596,232	2,763,134	2,833,239	2,833,239
General Fund Support (G.F.S.)	$ 6,716,613	$ 7,786,977	$ 7,966,033	$ 7,887,905	$ 7,887,905


Number of Employees
(Full Time Equivalent)


Source of Funds

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Departmental Services

Provide clear points of contact for customers to acquire ITD services by having each department assigned a Customer Advocate; provide emergency technical support for customers; house servers in the controlled computer room including backup/recovery and Disaster Recovery Planning (DRP); host Departmental applications on ITD equipment including backup/recovery and Disaster Recovery Planning (DRP); provide business analysis and technology planning; project management; guidance and best practices, procedures and documentation standards; assist with project risk assessment by reviewing project scope, business requirements stability and resource capacity; printing only (does not include special handling or special forms such as paychecks or labels); provide desktop support services; certain end-user training activities; outstationed DASs; and Enterprise Financial System (EFS) implementation support.

Total Expenditures: $6,302,848 Total Staffing (FTE): 51.10

Enterprise Services

Provide a physically secure and environmentally controlled computing facility; dispatch, schedule and run mainframe jobs; all mainframe operation and support; provide Microsoft Application Computing Environment; produce and distribute Microfiche and CD_ROM; database storage and administration; Backup/Recovery; Disaster Recovery Planning; Anti-virus/Security; and Technical Support.

Total Expenditures: $2,600,875 Total Staffing (FTE): 13.81

Networked Services

E-mail, scheduling, calendar; internet access to mail; anti-spam; administer Unix system (installation, tuning, support); administer Domino; Internet server management; Internet access; County Intranet access; e-timecards; Novell access; anti-virus; security; County-wide infrastructure; Network Operating System Client Support; Data Communications, including high speed data circuits; and Personal Computer and printer support.

Total Expenditures: $2,714,469 Total Staffing (FTE): 14.04

Radio Communications

Provide two-way radio communications for public safety and County business communications. Uses microwave technology and includes medical communications between the Sheriff's Office, hospitals, and ambulance service necessary to deploy County services to the public.

Total Expenditures: $976,723 Total Staffing (FTE): 6.85

Voice Communications

Coordinate County's contract with SBC (moves, changes, deletes); coordinate all voice communications equipment installation with SBC; manage County's voice communication billings; publish a County telephone directory; administer County's voice mail system (adds, changes, deletes).

Total Expenditures: $180,707 Total Staffing (FTE): 1.70

DEPARTMENT COMMENTS

In fiscal year 2004-2005 the Information Technology Department requests a budget that will provide the necessary funding to continue the implementation of the three-year Information Technology Strategic Plan (ITSP) that was adopted in May 2002. The key milestones of the first year of implementation have been achieved successfully in fiscal year 2003-2004, providing a strong foundation for the continuation of the implementation in 2004-2005. As the ITSP directed, much has been accomplished, but a great deal more needs to be done to make measurable progress toward the goals and objectives set forth in the ITSP. Following is a status of items outlined in the ITSP, noting the progress so far, and the key initiatives and projects for fiscal year 2004-2005.

- Reorganized the Information Technology Department with the following service divisions: Customer Service, Infrastructure, Communications, and Information Security. In 2004-2005 this new structure will provide a more efficient organization for customer initiatives and the implementation of the key information technology projects called for in the ITSP.

- Created an ITD Project Management Office to provide the disciplines and best practices needed to assure timely completion of automation projects within budget. In 2004-2005 the Project Management Office will be focusing on fine-tuning its practices and gathering metrics.

- Created a Customer Advocacy group to improve customer communications, better align services with customer needs and expectations, and ensure that customer needs are understood and communicated within ITD and within governance. In 2004-2005 the Customer Advocacy group will continue to refine and improve communications between ITD and its customers. Additionally, the group will focus on ensuring the processes followed by ITD are designed to maximize efficiency.

- Enhanced the current help desk (Tech Support) services and began development of new Service Level Agreements. In 2004-2005, those Service Level Agreements will be completed, and customer service requirements will be directly matched to the services provided by the Help Desk and other ITD service divisions.

- Implemented the safeguard maintenance program to protect and maintain existing County application systems using a pool of technical resources. In fiscal year 2004-2005, this effort will continue.

- Implemented an Information Security division with responsibility to establish and maintain a countywide Information Security Program, consisting of constructing information security policies; providing awareness and education; developing business continuity, disaster recovery planning, and establishing measures to provide virus and access control and HIPAA compliance. In 2004-2005 this division will focus on security policy development, disaster recovery planning and employee awareness.

- Revised ITD's Service and Fee schedule to allow departments to clearly understand the services ITD provides, the costs associated with those services, and therefore, make informed decisions about the acquisition of those services. In 2004-2005 ITD will accurately monitor the costs of each service as well as customer usage and satisfaction. Refinements will be made in the services and fee schedule.

- Began evaluating replacement Voice Mail systems for the County. Selection and replacement will be complete in 2004-2005.

- Assisted with the selection of an Enterprise Resource Planning (ERP) solution to replace the current aging Financial Management and Human Resource Systems and provided technical assistance and expert staff to the implementation team. All efforts are focused on the October 2004 Phase I implementation. Following the Phase I completion, this team will focus its full attention on the Phase II Human Resources portion of the project.

- Hired a consulting firm to assist the Criminal Justice agencies with defining a governance structure; data ownership; the timing for implementation; and departmental commitment, staff, technology and funding needed for development, operation and maintenance of the system.

- Evaluated solutions for a Countywide Integrated Document Management System to integrate document creation, storage, and transfer with critical business processes. In 2004-2005 the preferred solution will be identified and implementation begun.

- Began planning the replacement of the Tax Collection System by defining the requirements for a replacement system. In 2003-2004 this project will continue, the planning will be completed and the recommended replacement system identified.

- Assisted in the creation of a Geographic Information System (GIS) Community of Interest to form a partnership with other County Department/Agency stakeholders that share a common use of GIS technology, focus on opportunities to share information, maximize use of resources on projects of common interest, and make recommendations to the Information Technology Executive Steering Committee (IT-ESC) regarding use of GIS.

- Began upgrading to Microsoft Office 2000 (or MS Office 2003) with a countywide completion date scheduled for calendar year 2004.

- Began upgrading desktops to Microsoft Windows 2000.

- Continued to migrate County departments to Ethernet LANs and upgrade wiring to CAT 6.

- Began migrating the Network Operating System from Novell to Windows with a total countywide migration completion date scheduled for June 30, 2005.

In conclusion, the requested 2004-2005 budget is aligned with the on-going implementation of the ITSP. Key projects and initiatives have been evaluated and budgets established to ensure that ITD builds on the momentum of 2003-2004 and makes measurable progress toward the goals and objectives of the ITSP. In doing so, ITD will deliver to our customers valuable, accurate, reliable and timely solutions for information technology in 2004-2005.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross Cost = $67,757 General Fund Cost = $0	Add one Microcomputer Technician I/II series position. Library eliminating a Department Automation Specialist I/II series and contracting with ITD for services. Due to the Library's involvement with the Black Gold computer systems, a Department Automation Specialist is not needed to support the Library. A lower level and lower cost position is being added to ITD to support the Library's automation needs. Library is paying ITD for the Microcomputer Technician position.	Library will receive desktop computer support in a timely and accurate manner.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The General Fund Support for the Information Technology Department (ITD) is decreasing $190,675 or 2% as compared to the FY 03-04 fiscal year. Revenues are increasing 24% while expenses are increasing 3%. Ten percent of the revenue increase is associated with capturing the rising costs of worker's compensation, liability, and prevailing wages. The remaining 14% increase is due to the implementation of the Information Technology Strategic Plan initiatives as noted in the Department's Comments. In addition, the department completely revamped its fee structure in order to better capture the costs of their operations.

As noted in the Budget Augmentation Request, it is recommended to add one Microcomputer Technician to ITD in order to support the Library. The Library is paying ITD for this position. A vacant Software Engineer position is recommended to be reclassified to a Systems Administrator in order to support the migration of programs from the mainframe to the Microsoft Application Computing Environment (MACE). Lastly, a half-time Department Personnel Technician position is recommended for elimination.

The recommended fixed asset purchases include a new mountaintop radio for Lopez Hill, a replacement network analyzer, and equipment to support a public safety interoperability project (to enhance local, state, and federal interoperability during emergencies and special events).

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: Provide reliable radio communications support to County departments and public safety agencies.

Communitywide Result Link: A Safe Community.

1. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the County's unincorporated area that has reliable radio coverage.	New Measure	54%	58%	61%	58%	80%

What: This tracks the percentage of land in the county unincorporated areas that has reliable radio coverage.

Why: A safe community requires a full coverage reliable radio system that allows for quick, complete dispatch of police, fire and ambulance services to the unincorporated areas of the County.

How are we doing? Through continuous improvement, the County's current radio system provides coverage in approximately 58% of the unincorporated areas of the County, which encompasses much of the highly populated areas. The remaining 42% that is not "covered" is primarily in remote areas of the County. A Homeland Security first responder grant and Board of Supervisor funding will make a major improvement in FY 04-05 as we are continuing to focus on improving the reliability of radio coverage in the North Coast and the Highway 166 corridor in the South County. This will bring our reliable radio coverage to 80% of the unincorporated area.

2. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time electronic repairs to patrol cars and County vehicles are serviced in one business day.	New Measure	98%	95%	90%	100%	95%

What: All service order requests are completed within one business day (in by 9:00 a.m., out by 5:00 p.m.).

Why: System down times cause delay or cancellation of patrol schedules and restrict deputies from maintaining patrols and responding to emergencies.

How are we doing? Since FY 2002-03 our goal was to have 95% success rate with the one-day turn-around service of electronic repairs. We have in fact been able to attain a higher percentage at 100%. This performance was better than anticipated and our target will remain 95% for FY04/05.

3. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time the County's radio communication system is available. This is an industry standard (the four nine rule) for public safety.	99.9999%	100%	99.9999%	99.9999%	99.9999%	99.9999%

What: Maintain the availability of the Countywide microwave radio communication system to an outage level of no more than 32 seconds per year (the public safety interconnect industry standard is 99.9999% availability).

Why: The microwave radio communication system provides radio communication for Countywide public, safety and emergency service agencies. Full availability contributes to a safe community.

How are we doing? Information Technology is consistently meeting or exceeding the industry standard for communication system availability.

Department Goal: Provide reliable and cost-effective telephone and voice mail services to County government offices.

Communitywide Result Link: A Well-Governed Community.

4. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of telephone service requests for new services (e.g. additional lines) completed within ten business days.	New Measure	98%	98%	98%	100%	98%

What: The number of times requests for new services are completed within ten business days.

Why: This measure is indicative of the quality of service provided to our customers, which enhances their ability to serve their customers and the public.

How are we doing? Information Technology is consistently meeting or exceeding the industry standard for new telephone services.

5. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of telephone service requests for repairs, changes, or added features that are completed within one business day.	New Measure	99.6%	98%	98%	100%	98%

What: The number of times a request for service repair, change, or an added feature that are completed within one business day.

Why: This measures the response time of both Information Technology staff and the dedicated local provider. This is important for County departments to enable them to be productive and work to provide services to their customers.

How are we doing? Information Technology is consistently meeting or exceeding the industry standard for telephone repairs, changes, and added features.

6. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time the County's voice mail communication system is available.	N/A	N/A	N/A	N/A	N/A	95%

What: The availability of the voice mail (voice mail boxes) system for both internal or external access.

Why: Voice mail is an integral management tool for County voice communications.

How are we doing? New Measure. The percentage of availability will be a measurement of scheduled up time against reported or discovered downtime.

Performance Measure (Deleted)	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time customer telephone and voice mail billings are timely and accurate.	New Measure	72.8%-timely 98.8%-accurate	92%-timely 98%-accurate	92%-timely 98%-accurate		Deleted Measure

What: This is the tracking of when telephone billings are provided to the customers, in a timely (within 30 days of the end of a billing period) and accurate manner.

Why: Timely and accurate billings are necessary to provide excellent services to our customers, and will enable the customer to service the public in a more efficient and timely manner.

How are we doing? ITD is deleting this Performance Measure since the billings are internal only. Historically, ITD has consistently improved or met is targets relative to timeliness and met or exceeded its targets relative to accuracy (98%).

Performance Measure (Deleted)	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of desktop automation systems delivered to the requesting department within 40 days of receipt of the order.	75%	81.3%	95%	95%		Deleted Measure

What: The percentage of desktop system purchases (hardware & software) in which the number of days from Information Technology's receipt of a purchase requisition to the date product is delivered to the requesting County Department is 40 calendar days or less.

Why: To monitor and manage the timeliness of microcomputer product (hardware and software) deliveries, to assess the performance of County contractors, and provide Information Technology customers with consistent service levels while simultaneously seeking lowest cost pricing.

How are we doing? ITD is deleting this Performance Measure following the reorganization of the department. The Office Automation group who had been responsible for this activity no longer exists. The activities are now being pursued by a combination of other groups.

Performance Measure (Deleted)	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of average cost savings off published manufacturers' list prices on computer hardware, software, and network products.	New Measure	16.5% for computer products, 43.6% for software & 33.4% for network products	15% for computer products, 42% for software & 25% for network products	15% for computer products, 42% for software & 25% for network products		Deleted Measure

What: Comparison of manufacturers' list prices for microcomputer products (e.g., processors), software, and network products (e.g., hubs and routers) using published list prices and the actual prices paid by the County under negotiated discounts and/or contracts.

Why: To identify and monitor the savings the County achieved through technology purchasing agreements and vendor relationships initiated by Information Technology.

How are we doing? ITD is deleting this Performance Measure following the reorganization of the department. Working in concert with General Services Purchasing, ITD will continue to pursue the best prices possible for all hardware and software purchases.

Department Goal: Provide cost-effective, accurate, and reliable computing environment and assets for general County, departmental specific, and outside agency use.

Communitywide Result Link: A Well-Governed Community.

Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of calls handled by the ITD Technical Support Call Center on first call. This is an industry standard.	N/A	N/A	N/A	90% Security 80% Network 25% Application	97% Security 93% Network N/A Desktop 73% Application	90% Security 80% Network 80% Desktop 25% Application

What: A measure of our efficiency in providing and/or restoring service to County departments and in four critical areas.

Why: To monitor and improve delivery of service to customers of ITD. By focusing on timely resolution of acute IT problems, ITD's customers will be more effective by having less downtime.

How are we doing? This performance measure is being treated as "new" following the reorganization of ITD in FY 03/04. The measures monitor four categories of service enabling ITD management to focus training and continuous improvement efforts where needed. Targeted performance levels for FY 04/05 reflect current staff skill levels that were raised as part of the reorganization.

8. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of project milestones achieved within budget for application development, integration, and enhancement projects.	New Measure	82.6%	75%	75%	87%	80%

What: A measurement of the number of software development project milestones met by the Customer Service team for systems that are developed from scratch, integrated to new or existing systems, or enhanced "in-house" to add functionality.

Why: Completion of project milestones, on time, is crucial to providing computing systems that help County departments and other agencies conduct their business efficiently and effectively.

How are we doing? With the reorganization of ITD and focus on project management ITD's success rates have increased.

9. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of Project Management Office managed project milestones completed within baseline budget and time estimates.	N/A	N/A	N/A	N/A	91%	85%

What: A measurement of the number of project milestones and budget amounts met on projects that are managed by the Project Management Office (PMO). The PMO will manage various technology projects across the County according to established Best Practices as set forth by industry organizations such as the Project Management Institute (PMI).

Why: Increased focus on project management will result in more effective and efficient expenditure of technology dollars.

How are we doing? At the kickoff of each new PMO managed project, a baseline for time and budget estimates will be created. After the project is completed, a comparison of actuals versus baselines will be done.

10. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time the ITD managed Local-Area-Network (LANs) and Wide-Area-Network (WAN) are available.	New Measure	95.9%	95%	96%	98%	97%

What: The percentage of availability is calculated by comparing the monitored "up time" against scheduled "up time".

Why: Availability of County computing resources translates directly into County staff productivity and ultimately into their service delivery to the public.

How are we doing? ITD met its target for this measure in FY03/04. This measurement includes WAN and LAN availability.

Performance Measure (Deleted)	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of the total county operating budget spent on technology.	New Measure	2.23%	2.1%	3%	Deleted Measure	Deleted Measure

What: The annual net county cost (NCC) of Information Technology's budgets, when considered as a percentage of the total budget, reflects the level of investment in centralized automation and communication county-wide support.

Why: Technology investment at the enterprise level has a direct relationship to county-wide effectiveness and efficient public service delivery and can be compared with comparable counties.

Benchmark: The industry standard is currently 3%.

How are we doing? ITD is deleting this performance measurement following its reorganization. Many of the previous ITD staff members were "outstationed" into other departments. One result of this action is a shift of technology operating budget; thus, it is difficult for ITD to accurately capture the technology budget across the entire County.

Department Goal: Protect the County's computing assets through the implementation of Information Security best practices.

Communitywide Result Link: A Well-Governed Community.

11. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of County staff that have received security training or reviewed an annual information security awareness reminder.	N/A	N/A	N/A	N/A	N/A	90% of new-hire staff, 25% of existing County staff

What: Staff will become aware of proper security measures and apply them to their everyday work habits. It is expected the media delivery mechanism will change from year-to-year to maintain interest, e.g., general training, an Awareness Handbook, Intranet-based information, short Web-video viewable from the desktop, etc.

Why: Industry analysis has proven that over 70% of all security breaches are internal to an organization. Education and prevention have been identified as the two most cost efficient keys to ensuring systems security.

How are we doing? New Measure. This will be measured through an actual count of the number of employees receiving training or provided with security awareness materials.

12. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Creation, adoption, and review of both Countywide and Information Technology specific Information Security Policies.	N/A	N/A	N/A	N/A	N/A	Initial policy framework + 15 subject area policies completed and adopted.

What: A framework and individual policies that protect the County's computing assets. A multi-department, Information Security Advisory Committee, will provide oversight and champion policy.

Why: There will be attacks on County computing assets. Proper policy, combined with enforcement, can ensure that the attacks are thwarted, eliminated, or handled effectively.

How are we doing? New Measure. ITD will measure the number of new/revised policies presented to the Information Technology Executive Steering Committee (IT-ESC) for approval and adoption.

Department Goal: To provide great service to our customers.

Communitywide Result Link: A Well-Governed Community.

13. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customers rating their level of satisfaction for Groupware (email, scheduling, calendaring) support as "satisfactory" or better.	N/A	N/A	N/A	N/A	N/A	95%

What: The percentage of those responding to an annual survey that rate the support of Groupware products in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: Groupware tools such as email have become critical to the daily business of nearly every department/employee within the County. They are a critical communication and coordination toolset.

How are we doing? New Measure. ITD expects to meet or exceed the FY 2004-05 target.

14. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customers rating their level of satisfaction for Enterprise Service (mainframe, MACE, etc.) support as "satisfactory" or better.	N/A	N/A	N/A	N/A	N/A	95%

What: The percentage of those responding to an annual survey that rate the support of Enterprise Systems - mainframe systems, the newer Microsoft Application Computing Environment (MACE), attached enterprise printers, and other computer operations activities and services in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: Enterprise Services are those shared across 3 or more departments/agencies within the County. Providing timely, reliable and high quality services to our customers will assist them in providing cost-effective services to County citizens.

How are we doing? New Measure. ITD expects to meet or exceed the FY 2004-05 target.

15. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of customers rating their level of satisfaction for Departmental Consulting Services as "satisfactory" or better.	N/A	N/A	N/A	N/A	N/A	95%

What: The percentage of those responding to an annual survey that rate the service they receive for Desktop Consulting, Departmental Consulting, or other hourly Consulting in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

Why: County Departments and outside agencies rely on the Consulting Services they use from ITD to address their technology needs and help set technology direction. Providing efficient and quality services to our customers will assist them in providing cost-effective IT services to County citizens.

How are we doing? New Measure. ITD expects to meet or exceed the FY 2004-05 target.

16. Performance Measure	00-01 Actual Results	01-02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of responses to Customer Satisfaction Survey rating overall effectiveness as "satisfactory" or better.	New Measure	81.5%	77%	97%	84%	97%

What: The percentage of those responding to an annual survey that rate Information Technology in terms of both efficiency and quality (timeliness, accuracy, courtesy and satisfaction) as "Satisfactory" or better.

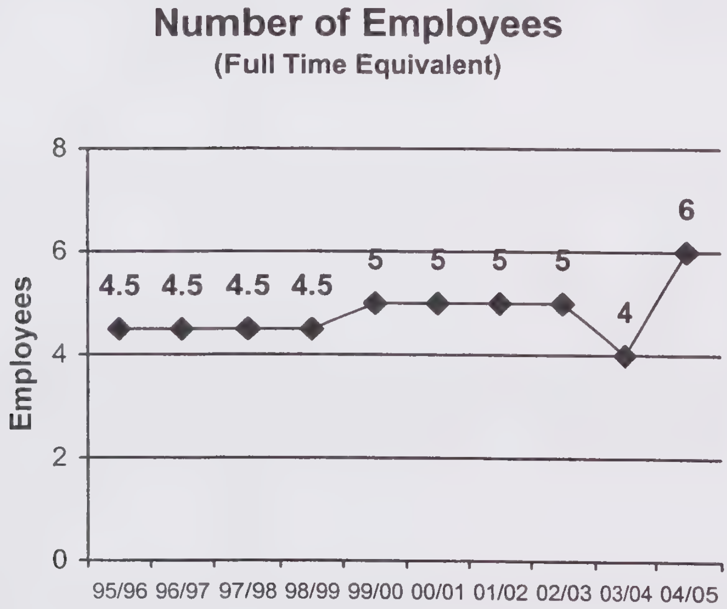
Why: ITD is dedicated to delivering accurate, reliable, and timely Information Technology solutions that are valued by our customers.

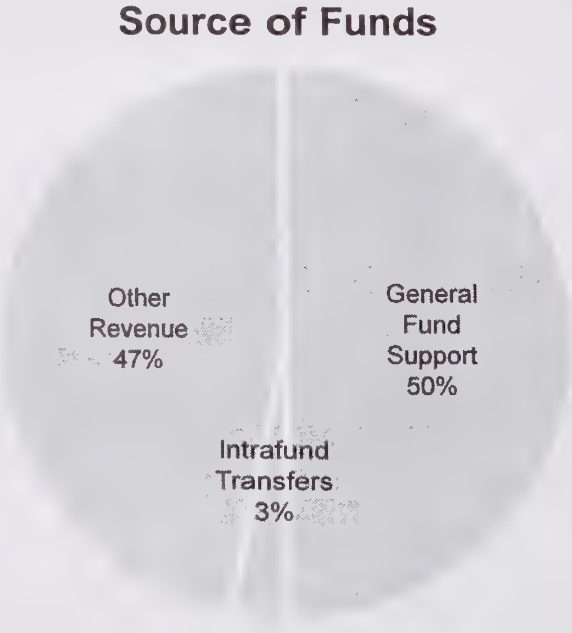
How are we doing? Information Technology's last customer survey indicated that 84% of those responding indicated they were "Satisfied" or "Very Satisfied" with our services. Information Technology is keeping the target for FY 2004-05 at 97% since this is the rating that the Department would like to achieve.

MISSION STATEMENT

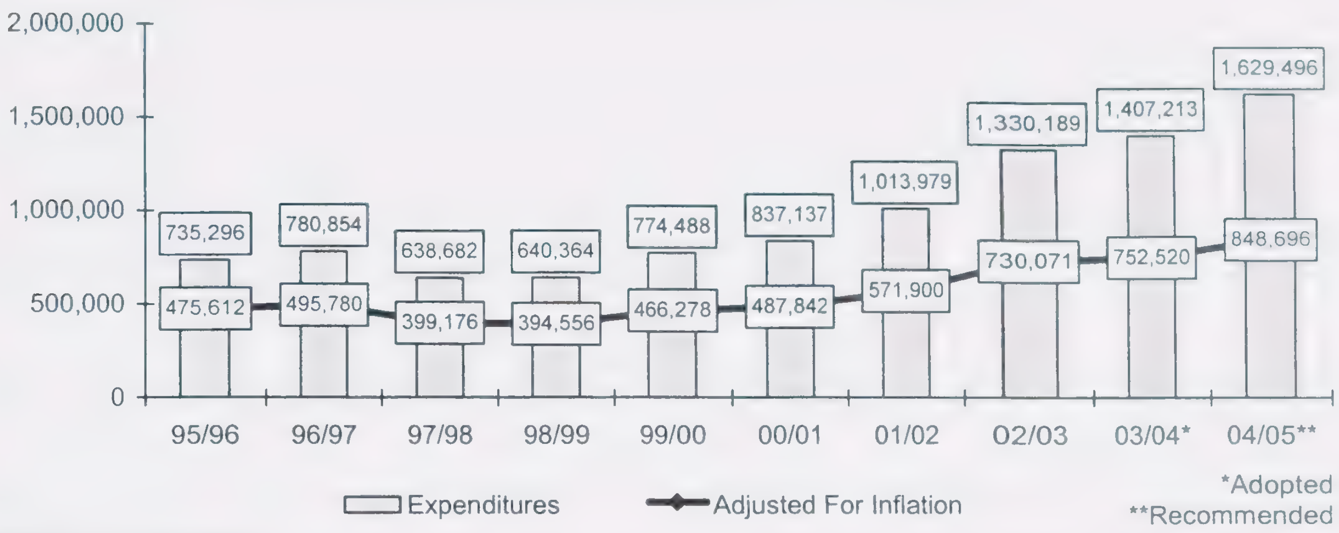
To minimize the loss of County assets by ensuring a safe, accessible environment, providing cost effective employee benefit programs, and insuring against risk.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 441,793	$ 400,709	$ 427,961	$ 620,685	$ 620,685
Services and Supplies	888,396	1,003,537	1,008,811	1,008,811	1,008,811
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 1,330,189	$ 1,404,246	$ 1,436,772	$ 1,629,496	$ 1,629,496
Less Intrafund Transfers	40,032	50,791	49,854	49,854	49,854
**Net Expenditures	$ 1,290,157	$ 1,353,455	$ 1,386,918	$ 1,579,642	$ 1,579,642
Revenues	653,755	536,026	592,477	770,061	770,061
General Fund Support (G.F.S.)	$ 636,402	$ 817,429	$ 794,441	$ 809,581	$ 809,581





10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Employee Benefits

Administer employee and retiree benefit plans (health, life, tax savings, etc).

Total Expenditures: $600,105 Total Staffing (FTE): 1.00

Risk Management

Perform risk exposure analysis and determine strategies for self-insurance or placement of insurance including broker selection, policy selection, payment of premiums, and development of underwriting data and cost allocation.

Total Expenditures: $540,167 Total Staffing (FTE): 0.10

Safety

Administer the County Safety Program to ensure a safe work environment, reduce work-related employee injuries, and minimize the costs associated with Workers' Compensation, lost productivity, etc.

Total Expenditures: $117,589 Total Staffing (FTE): 1.00

Liability

Effectively administer the Liability Self-Insurance Program to resolve tort claims filed against the County.

Total Expenditures: $137,075 Total Staffing (FTE): 1.30

Workers' Compensation

Administer the Workers' Compensation Program to ensure compliance with state mandated requirements while processing work-related injury claims from County employees.

Total Expenditures: $234,560 Total Staffing (FTE): 2.60

DEPARTMENT COMMENTS

Controlling Workers' Compensation costs has been and will continue to be into the foreseeable future Risk Management's Number 1 priority. In the past four years, Workers' Comp Program expenses have more than doubled. In 2000-01, the comp program cost the County $4.3 million. This figure is projected to grow to $9 million in the coming year's budget. The cost increases are being driven by two factors – claims payouts and higher insurance premiums. Increased claim complexity, coupled with substantial rate hikes in temporary disability (i.e., maximum weekly disability rates will rise again come January 2005 from $728 per week to $840 per week), has caused our claims costs to soar from $3.3 million in 2000-01 to $6 million in the coming year. The hard insurance market is responsible for taking our comp insurance premium from $87,000 in 2000-01 to $1.4 million in the coming year.

So what's Risk Management doing about this? Plenty – in the areas we have control. Over the past year, we have completely rebuilt the foundation of the program. We now aggressively investigate claims before we ever accept them, we case manage serious claims to move them along more quickly, we take medical control of claims for the first thirty days, we recoup money for injuries caused by third parties, and we routinely train and educate departments on their role in the comp process. We're also in the process of changing third party administrators (TPA) for the program. The new TPA, expected to start work in May, has committed to reducing our claims inventory and temporary disability payments or lose 30% of their profits. In short, Risk Management has done everything it can with existing staff to implement programs aimed at controlling comp costs and changing the program's image to one of aggressive "hands on" management.

The only remaining cost control option we have yet to take advantage of is a Return to Work (RTW) Program. The purpose of a RTW Program is to bring employees back to temporary, modified duty while they recuperate from Workers' Comp injuries. These programs save money, reduce disruption to operations, and send a clear signal to all employees that we want them back at work as soon as possible.

In order to implement a RTW Program, it will be necessary to add a full time Human Resources Analyst Aide position and associated supplies at a cost of approximately $75,000 to Risk Management's budget. We are conservatively estimating that these costs would be completely offset in the first year, generate savings of up to 25% (or $230,000) in 2005-06, and higher in future years if there is strong support to aggressively pursue the program. Further, we also expect to see savings in medical, legal and permanent disability costs. Another important benefit of a RTW Program relates to compliance with state and federal disability management laws. By having RTW policies and procedures in place to manage all medically related leaves (occupational and non-occupational), we will help ensure compliance with state and federal laws and consistent treatment of employees across the board.

In summary, Workers' Comp costs are rising at exponential rates and it's pure overhead. Therefore, it is incumbent upon us to take advantage of every cost saving mechanism available. We've implemented all the cost saving tools we can with existing staff. A dedicated staff person is now needed to implement the final key element of cost control available to us – a RTW Program.

RECOMMENDED BUDGET AUGMENTATION REQUESTS AND RELATED RESULTS

Unit /Amount	Description	Results
Gross Costs: $74,327 General Fund Support: $0	Addition of one Human Resources Analyst Aide to assist the Comp Coordinator with implementing a Return to Work (RTW) Program. The purpose of the program is to bring employees back to temporary, modified duty while they recuperate from Workers' Comp injuries. This will save money, reduce disruption to operations, and send a clear signal to employees that we want them back at work as soon as possible.	Cost savings to the Comp Budget. For 2004-05, the RTW Program will save a minimum of $75,000 in annual temporary disability payments; this figure will increase to $230,000 annually by 2005-06, and higher in future years. This savings will be closely tracked, and if the program is not successful in generating the savings committed to, the position will be eliminated.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended funding for Risk Management will grow by 16% or about $223,000 for 2004-05. The entire increase can be found in the salaries and benefits accounts. Funding for these accounts will rise by roughly $230,000 to reflect the addition of two positions, one Personnel Analyst and one Human Resources Analyst Aide. **The Personnel Analyst is not a new position**. Last year, an existing Personnel Analyst was transferred physically to Risk Management to oversee the Workers' Comp Program (please note an existing Risk Management Analyst was deleted at that time resulting in no net increase in staffing to Risk Management). The allocation for the position, however, remained with the Personnel Department. For 2004-05, we're recommending that the allocation and associated revenue from the Self Insurance Fund for the position be moved to Risk Management.

The Human Resources Analyst Aide will be used to implement the Return to Work Program described in the budget augmentation request located above. The cost of this position will be completely offset by savings in temporary disability payments so there will be no cost to the General Fund. Please note that the recently approved Workers' Compensation Reform legislation provides financial incentives (via reduced benefit payments) to employers providing re-employment opportunities via a RTW program.

The services and supplies accounts will decrease by about $8,000. This is due primarily to the net impact of the following two factors:

- Insurance premiums for the non-ISF programs (e.g., airport, property, pollution liability, crime-bond, etc.) are down by nearly $82,000. Changing airport insurance brokers saved the County $72,000. Further, we opted to prepay three years' worth of crime-bond insurance premiums in 2003-04. This saved money and eliminated the need to budget for crime bond insurance in 2004-05.

- The retiree health contribution will increase by roughly $74,000 for 2004-05. The additional money is needed to accommodate a projected increase of 7% in the number of retirees over current levels (from 440 to 470) and the increased health contribution approved by the Board in 2003 for certain employee groups (from $50 per month to $104 per month).

Intra-fund and revenue accounts are comprised of insurance charges to departments and billings to the Self Insurance Fund for its share of Risk Management's staffing expenses. For 2004-05, insurance charges to departments will decline slightly due to the savings in premiums noted above. Conversely, billings for staffing will increase to reflect the addition of the two positions discussed above.

BOARD ADOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goal: To cost-effectively manage the employee benefit programs (health, life, tax savings, etc.) for County employees and retirees.

Communitywide Result Link: A well-governed community.

1. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of payroll coordinators that rate the services provided by the Benefits Coordinator as above satisfactory or better.	New Measure	New Measure	New Measure	100%	100%	100%

What: Each fall, Risk Management conducts a survey of all payroll coordinators to determine their level of satisfaction with the quality of service provided by the Benefits Coordinator. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and trustworthiness of information.

Why: The Benefits Coordinator is responsible for educating county payroll coordinators on all aspects of employee benefits. The payroll coordinators, in turn, are responsible for disseminating this information to county employees so they can make informed benefit decisions. Regularly surveying our key customers will allow us to gauge the quality of our services and make program improvements as needed.

How are we doing? Very well. We conducted our first survey in December 2003 and received above satisfactory customer service ratings from 100% of the payroll clerks.

2. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Full-time equivalent Benefit Program staffing per 1,000 employees.	New Measure	New Measure	New Measure	.46	.48	.48

What: This shows Benefit Program staffing per 1,000 employees.

Why: This data can be compared with other benefits programs from similar sized counties to provide one measure of whether we are appropriately staffed for this activity.

How are we doing? A survey of our eight comparison counties showed staffing levels for generally comparable benefit programs ranged from .4 employees per 1,000 employees to 1.67 employees per 1,000 employees, with an average of .93 employees per 1,000 employees. The county's program is clearly on the "leaner" end of staffing levels.

Department Goal: To secure cost-effective insurance coverages for the County.

Communitywide Result Link: A safe community and a well-governed community.

3. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of time property, liability, medical malpractice and workers' compensation insurance coverages are secured at or below commercial market rates.	100%	100%	100%	100%	100%	100%

What: Provides an indication of how cost effective our Insurance Programs are compared to commercial insurance.

Why: Indicates how San Luis Obispo County Insurance Programs compares to purchasing commercial insurance as determined by CSAC-Excess Insurance Authority's annual report.

How are we doing? By participating in CSAC-Excess Insurance Authority (EIA), the County is paying lower premiums while securing coverages designed to meet our requirements. For example, in 2003/04, the CSAC-EIA procured coverages that saved the county the following insurance premiums over commercial rates purchased on a stand alone basis: property -- about $242,000; liability – about $190,000; medical malpractice -- about $91,000; and Workers' Compensation -- about $431,000.

Department Goal: To promote a safe work environment for county.

Communitywide Result Link: A safe community and a well-governed community.

4. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Rate of work-related illnesses/injuries per 100 employees as compared to other state and local government agencies in California.	3	1.9	10.3	9	9.5	8.5

What: This tracks the number of employee illnesses/injuries per 100 employees in comparison to other state and local government agencies California.

Why: This provides one measure of the effectiveness of our Safety Program.

How are we doing? Please note that this measure was modified beginning in 2002/03 to include data on illnesses and injuries -- as opposed to just injuries in the past. By collecting both injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations. The statewide average for illnesses/injuries for state and local government employees is 9.9 per 100 employees. With an actual rate of 9.5 per 100 employees, we're right in line with the statewide average. We will continue to strive for a lower rate in the coming year.

5. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Annual number of serious employee work-related injuries (i.e., death, loss of limb or consciousness, overnight hospitalization, etc.) as defined by CAL/OSHA.	0	1	0	0	1	0

What: The number of employees who experience a serious work-related injury.

Why: The Federal and State Occupational Safety and Health Act (OSHA) requires reporting of all serious work related injuries which they define as death, loss of consciousness/limb, overnight hospitalization, etc. This measure helps track the effectiveness of our Safety Program.

How are we doing? In October 2003, a volunteer in the Sheriff's posse was injured in a training exercise that required an overnight hospitalization.

6. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of "lost days" due to workplace injury.	1,541	1,078	Data not available	1,000	3,332	4,000

What: This represents the total number of days that employees are absent during the year due to work-related injuries.

Why: The number of "lost employee days" can be related to significant indirect costs (lost productivity, rearranged work assignments, temporary help, substitute staff, retraining, supervisory/staff time, etc.). Based on safety industry standards, the indirect cost due to lost time is $.80 for each dollar in direct cost.

How are we doing? We recently discovered that the system we have in place to track lost days has been inaccurately calculating this figure since the inception of the performance measurement program. Therefore, we did not have accurate baseline data from which to project our 2004/05 target. We now have a system in place, and based on the data collected for 2003/04, our baseline for lost days is 3,332 days. In light of this, our 2004/05 target should really be closer to 3,200 lost days.

7. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Full-time equivalent Safety Program staffing per 1,000 employees.	New Measure	New Measure	New Measure	.46	.46	.46

What: This shows Safety Program staffing per 1,000 employees.

Why: This data can be compared with other safety programs from similar sized counties to provide one measure of whether we are appropriately staffed for safety activities.

How are we doing? A survey of our eight comparison counties showed staffing levels for generally comparable safety programs ranged from 0 employees per 1,000 employees to 1.19 employees per 1,000 employees, with an average of .56 employees per 1,000 employees. The county's program is clearly on the "leaner" end of staffing levels.

Department Goal: To effectively administer the County's Liability Insurance Program.

Communitywide Result Link: A well-governed community.

8. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of liability claims filed, per million dollars of payroll.	1.37	1.15/CSAC Excess Insurance Authority member counties' average was 1.22	1.20/CSAC Excess Insurance Authority member counties' average was 1.20	Better than the CSAC Excess Insurance Authority member counties' average	.88/CSAC Excess Insurance Authority member counties' average was 1.18	Better than the CSAC Excess Insurance Authority member counties' average

What: This represents an "apples to apples" way of comparing the number of liability claims filed against local California governments.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County's loss rate is well below the CSAC-EIA member counties' average of 1.18.

9. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average dollar loss/liability claim.	$5,790	$6,250/CSAC Excess Insurance Authority member counties' average was $6,450	$7,900/CSAC Excess Insurance Authority member counties' average was $6,890	Better than the CSAC Excess Insurance Authority member counties' average	$9,100/CSAC Excess Insurance Authority member counties' average was $6,710	Better than the CSAC Excess Insurance Authority member counties' average

What: This provides an indication of how much money is being spent on average for liability claims.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County has continued to lose ground in this area. Not only has our average loss per claim rate risen to $9,100 (up from the prior year level of $7,900), we exceed the CSAC-EIA member counties' average by almost $2,400. This is due to the maturation/settlement of several serious claims from the 2000/01 and 2001/02 accident years.

10 Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Dollars of loss per $100 of payroll for liability claims.	.80	.70/CSAC Excess Insurance Authority member counties' average was .75	.80/CSAC Excess Insurance Authority member counties' average was .78	Better than the CSAC Excess Insurance Authority member counties' average	.78/CSAC Excess Insurance Authority member counties' average was .76	Better than the CSAC Excess Insurance Authority member counties' average

What: Provides an indication of the total liability dollars spent as a percentage of the county's payroll.

Why: Indicates how San Luis Obispo County compares to other counties as determined by Bickmore Risk Services.

How are we doing? The County's loss rate per $100 payroll is right in line with the CSAC-EIA member counties' average of $.76

11 Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Percentage of liability claims filed resulting in $0 payment.	45%	47%	48%	45%	48%	50%

What: Percentage of liability claims filed resulting in $0 payment.

Why: Provides an indication of how effective we are in administering, researching, and analyzing claims filed against the County.

How are we doing? The county routinely closes over 45% of our claims with no loss payments.

Department Goal: Provide Workers' Compensation benefits to County employees and administer the program to comply with mandated state regulations.

Communitywide Result Link: A well-governed community.

12 Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Dollars of loss per $100 of payroll for Workers' Compensation claims.	$2.30	$2.40/CSAC Excess Insurance Authority member counties' average was $3.00	$2.95/CSAC Excess Insurance Authority member counties' average was $3.33	Better than the CSAC Excess Insurance Authority member counties' average	$3.40/CSAC Excess Insurance Authority member counties' average was $3.80	Better than the CSAC Excess Insurance Authority member counties' average

What: Provides an "apples to apples" comparison of Workers' Compensation claims volume to other counties statewide.

Why: Provides an indication of the cost to the county of Workers' Compensation claims based upon results published annually by Bickmore Risk Services.

How are we doing? The County's loss per $100 of payroll is well below the CSAC-EIA member counties' average of $3.80. At the same time, however, our loss rate has increased by $.45 per $100 of payroll over the prior year (i.e., $2.95 to $3.40). This is due to the fact that the 2000/01 and 2001/02 accident years have resulted in serious losses to the County. Please note that controlling Workers' Comp costs continues to be Risk Management's highest priority. Please see the department narrative for information on Risk Management's efforts in this area.

13. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Number of Workers' Compensation claims per $1 million of payroll.	3	2.75/CSAC Excess Insurance Authority member counties' average was 3.3	2.55/CSAC Excess Insurance Authority member counties' average was 3.4	Better than the CSAC Excess Insurance Authority member counties' average	2.30/CSAC Excess Insurance Authority member counties' average was 3.47	Better than the CSAC Excess Insurance Authority member counties' average

What: An "apples to apples" comparison to other counties statewide of the number of Workers' Compensation claims filed.

Why: To provide an assessment of how this County compares to other counties based upon results published annually by Bickmore Risk Services.

How are we doing? The County's claims frequency rate is in good shape – we're well below the CSAC-EIA member counties average of 3.47 and continue to see a drop in our own frequency rate (i.e., from 2.55 last year to 2.30 this year).

14. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Average dollars loss per Workers' Compensation claim.	$8,200	$8,640/CSAC Excess Insurance Authority member counties' average was $7,600	$11,500/CSAC Excess Insurance Authority member counties' average was $8,570	Better than the CSAC Excess Insurance Authority member counties' average	$14,000/CSAC Excess Insurance Authority member counties' average was $9,985	Better than the CSAC Excess Insurance Authority member counties' average

What: Comparing the average actual dollar amount of claims.

Why: To provide an assessment of how this County compares to other counties based upon results published annually by Bickmore Risk Services.

How are we doing? The County continues to lose ground in this area. Our average loss rate per claim is well above the CSAC-EIA member counties' average of $9,985 and has increased by $2,500 over prior year levels (i.e. up from $11,500 to $14,000). This is due to the fact that the 2000/01 and 2001/02 accident years have resulted in serious losses to the County. Please note that controlling Workers' Comp costs continues to be Risk Management's highest priority. Please see the department narrative for information on Risk Management's efforts in this area.

15. Performance Measure	00/01 Actual Results	01/02 Actual Results	02-03 Actual Results	03-04 Adopted	03-04 Actual	04-05 Target
Full-time equivalent Workers' Comp Program staffing per 1,000 employees.	New Measure	New Measure	New Measure	.46	.46	.46

What: This shows Workers' Comp Program staffing per 1,000 employees.

Why: This data can be compared with other Workers' Comp Programs from similar sized counties to provide one measure of whether we are appropriately staffed to carry out this activity.

How are we doing? A survey of our eight comparison counties showed staffing levels for generally comparable Workers' Comp Programs ranged from .21 employees per 1,000 employees to 1.12 employees per 1,000 employees, with an average of .71 employees per 1,000 employees. The county's program is clearly on the "leaner" end of staffing levels.

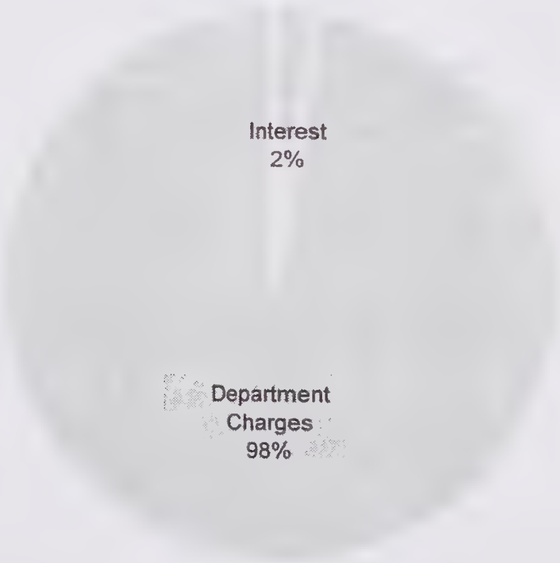
MISSION STATEMENT

To minimize the loss of County assets by ensuring a safe, accessible environment, providing cost effective employee benefit programs and insuring against risk.

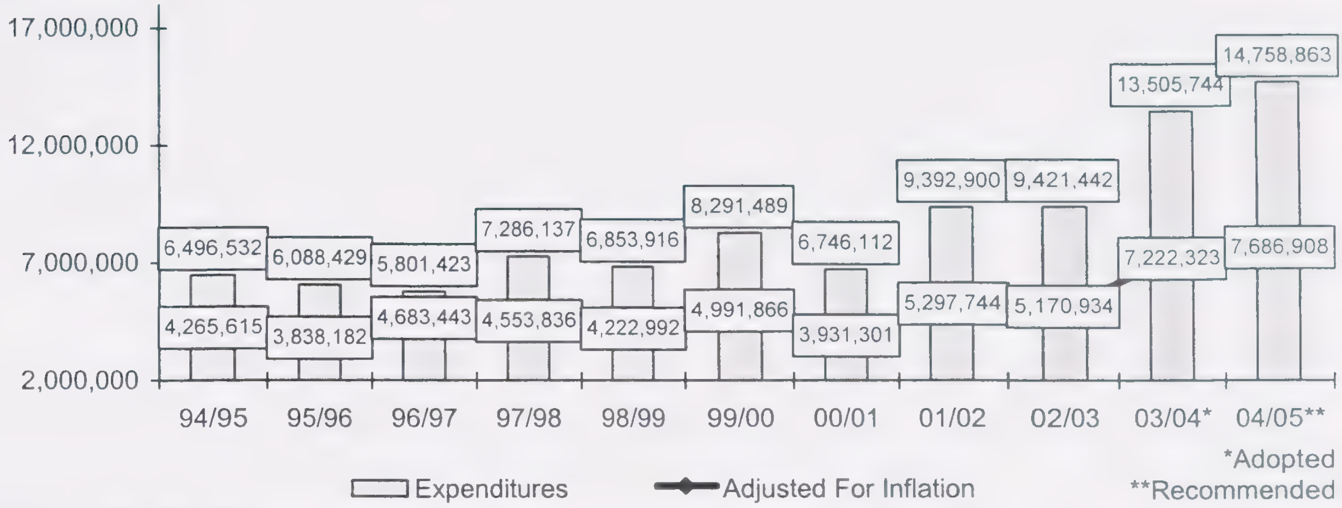
SCHEDULE 10

OPERATING DETAIL (1)	ACTUAL 2002-03 (2)	ACTUAL 2003-04 (3)	RECOMMENDED ESTIMATES 2004-05 (4)	ADOPTED ESTIMATES 2004-05 (5)
REVENUES:				
OPERATING REVENUES				
Charges to Department	7,272,200	7,241,511	11,984,316	11,984,316
TOTAL OPERATING REVENUES	7,272,200	7,241,511	11,984,316	11,984,316
NONOPERATING REVENUES				
Interest	618,950	221,009	264,900	264,900
Other Income	0	271,084	0	0
TOTAL NONOPERATING REVENUES	618,950	492,093	264,900	264,900
TOTAL REVENUES	7,891,150	7,733,604	12,249,216	12,249,216
EXPENSES:				
OPERATING EXPENSES				
Services and Supplies	1,219,276	1,428,683	1,667,251	1,667,251
Overhead	380,166	303,360	483,468	483,468
Insurance	1,026,000	1,850,276	2,417,784	2,417,784
Claims	6,106,000	7,986,980	9,380,360	9,380,360
Outside Legal	690,000	1,011,176	810,000	810,000
TOTAL OPERATING EXPENSES	9,421,442	12,580,475	14,758,863	14,758,863
TOTAL EXPENSES	9,421,442	12,580,475	14,758,863	14,758,863
NET INCOME (LOSS)	(1,530,292)	(4,846,871)	(2,509,647)	(2,509,647)
FIXED ASSET EXPENDITURES				
Equipment	0	0	0	0
TOTAL FIXED ASSET EXPENDITURES	0	0	0	0

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Workers' Compensation

Provides for claim processing, investigation, defense and litigation settlement of claims; provides for employee injury claims filed with the County.

Total Expenditures: $9,017,258 Total Staffing (FTE): 0

Liability Self-Insurance

Provides for adjudication of tort claims against the County through claims processing, investigation, defense and settlement of claims.

Total Expenditures: $2,854,328 Total Staffing (FTE): 0

Medical Malpractice

Provides for adjudication of Medical Malpractice claims against the County through claims processing, investigation, defense and settlement of claims.

Total Expenditures: $360,455 Total Staffing (FTE): 0

Unemployment Insurance

Receive, research and administer all unemployment insurance benefits.

Total Expenditures: $702,731 Total Staffing (FTE): 0

Dental Plan

Includes all income, benefit costs, expenses and reserves related to the County Self-Funded Dental Plan for county employees.

Total Expenditures: $1,824,091 Total Staffing (FTE): 0

DEPARTMENT COMMENTS

The Self Insurance Budget consists of the following programs: Workers' Compensation, Liability, Unemployment Insurance, Medical Malpractice, and Dental. Staffing for these programs can be found in Budget Unit 2340 – Risk Management.

Self Insurance Expenses

At the macro-level, Self Insurance Program expenses are projected to grow by about 9.3% in the coming year over 2003-04 adopted levels. Expenses are expected to rise due to higher insurance premiums (about $670,000); higher third party administration services costs (about $250,000); higher countywide overhead charges (about $180,000); and higher outside legal costs (about $150,000).

Self Insurance Revenue

Revenue for the Self Insurance Program consists of charges to departments for their share of program expenses. For 2004-05, revenue is projected to rise by a little over $4.8 million or 64% from 2003-04 adopted levels. The increases can be found almost exclusively in the Workers' Comp and Liability Programs. These funds have lost serious financial ground over the two past years. For Workers' Comp, this is due primarily to increases in insurance premiums and claims payouts. In the case of Liability, we simply haven't charged adequate rates to departments. Therefore, a conscious effort was made to substantially increase charges to departments in the coming year so we could begin the process of restoring fiscal soundness to both funds. It is important to emphasize, however, that even with substantial increases in charges for 2004-05, the ISF will still show a loss of $2.5 million. This means that we should be prepared for higher charges – particularly in Workers' Comp -- come 2005-06. A more detailed discussion of what's happening in both of these budgets can be found below:

Workers' Compensation

The Workers' Compensation Program continues to represent Risk Management's greatest challenge. Expenses for the coming year are projected to grow by about $1 million over 2003-04 adopted levels, bringing the program's cost to **$9 million**. By contrast, just a few short years ago (2000-01) the program cost the county $4.3 million. As the Board is well aware, the cost increases are being driven by two factors – claims payouts and higher insurance premiums. Increased claim complexity, coupled with substantial rate hikes in temporary disability (i.e., maximum weekly disability rates will rise again come January 2005 from $728 per week to $840 per week), has caused our claims costs to soar from $3.3 million in 2000-01 to $6 million in the coming year. The hard insurance market is responsible for taking our comp insurance premium from $87,000 in 2000-01 to $1.4 million in the coming year.

So what's Risk Management doing about this? Plenty – in the areas we have control. Over the past year, we have completely rebuilt the foundation of the program, and taken advantage of every cost savings tool we can with existing staff. We now aggressively investigate claims, we case manage serious claims, we take medical control of claims for the thirty days, and we routinely train and educate departments on their role in the comp process. We're also in the process of changing third party administrators (TPA) for the program. The new TPA, expected to start work in May, has committed to reducing our claims inventory and temporary disability payments or lose 30% of their profits.

The only remaining piece of the comp puzzle we have yet to implement is a Return to Work (RTW) Program. RTW Programs bring employees back to temporary, modified jobs until they fully recuperate from their comp injury. These programs can save anywhere from 15% to 50% in annual temporary disability costs. Therefore, Risk Management is proposing to add in 2004-05 a position to aggressively implement a RTW Program. As proposed, the program would pay for itself in the first year and generate savings to the county in future years. This proposal is discussed in greater detail in Budget Unit 2340 – Risk Management.

In summary, Workers' Comp expenses continue to grow at an unprecedented pace and it's pure overhead to the County. Risk Management is doing everything within its control to manage these costs. However, real savings can only come with legislative changes to the program – and that's currently in the hands of the legislature and governor.

Liability

Expenses for the Liability Program will grow by 3% or $107,000 in the coming year. This is due to a combination of higher insurance premiums and outside legal expenses, and lower claims payouts in 2004-05. The insurance premium increase is substantial -- $250,000 or 49% -- and is due to the hard insurance market. Outside legal expenses will also rise by about $150,000 due to the fact that several high profile claims will reach critical junctures in the coming year. Conversely, claims expenses are expected to fall by $300,000 based on current year experience.

While expenses for this program remain basically stable, revenue is a concern. For the last several years, we have intentionally set rates well below expenses so that we could begin to deplete a substantial reserve that had accumulated. We have now depleted the reserve – just more quickly than expected. Consequently, liability insurance charges to departments will increase from $500,000 to $2 million for 2004-05. It's important to emphasize that, depending on what happens with the hard insurance market, these rates may have to increase even further in the coming years.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The CAO recommends the budget as submitted.

BOARD AOPTED CHANGES

None.

GOALS AND PERFORMANCE MEASURES

Department Goals and Performance Measures are reflected in Budget Unit 2340 – Risk Management.

Financing

Non-Departmental Revenues

Non-Departmental-Other Financing Uses

Short-Term Financing

Enterprise Financial System

Countywide Automation Replacement

General Government Building Replacement

Public Facility Fees

Debt Service

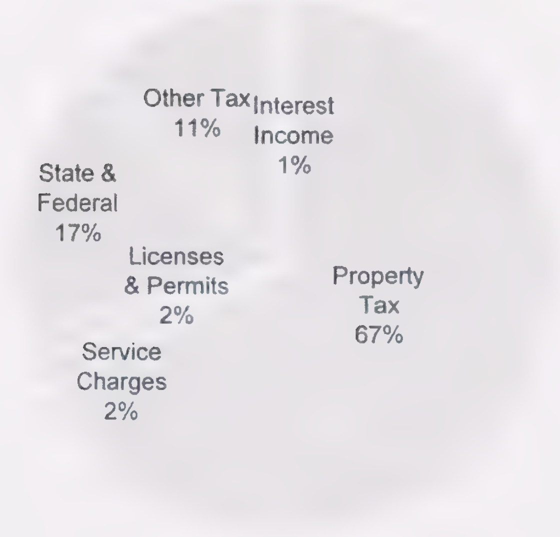
Pension Obligation Bonds

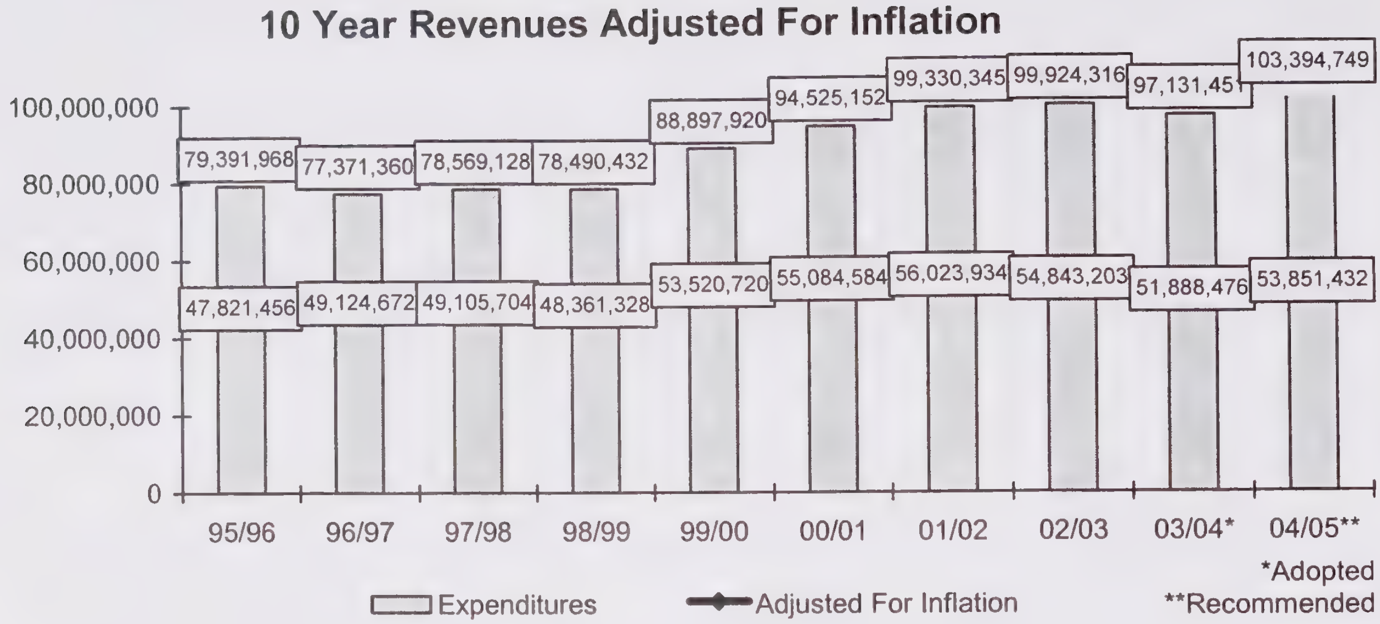
PURPOSE STATEMENT

This budget unit acts as the receiving budget for all revenues received by the County which are not generated as a result of departmental activities.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 0	$ 0	$ 0	$ 0
Revenues	99,924,316	104,643,836	103,394,749	103,394,749	103,394,749
General Fund Support (G.F.S.)	$(99,924,316)	$104,643,836)	$103,394,749)	$103,394,749)	$103,394,749)

Source of Funds





10 Year Revenues Adjusted For Inflation

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit receives all General Fund revenues not directly attributable to any single department's operation. The largest of these discretionary revenues include property tax, vehicle license fees, sales tax and transient occupancy tax.

Overall, non-departmental revenue recommended in this budget is estimated to increase by approximately $6.3 million or 6% compared to the current year budget. Our estimates for next year include revenue adjustments to counties that are proposed in the Governor's FY 04-05 budget. Of course, that is subject to change by the state legislature. The adoption of the state budget will occur after the Board has adopted the County budget. If there is significant budgetary changes at the state level that effects county discretionary revenue the Board may have to adjust the budget accordingly at a later date.

The Governor's budget proposes to shift additional property tax revenue away from Counties to schools. For this County it means a loss of over $5.5 million in property tax revenue growth for FY 04-05. Property taxes have been budgeted at approximately the same as the current year even though there has been over an 8% increase in assessed valuation. On the other hand, the Governor's budget proposes to restore the Vehicle License Fee revenue that was taken from Counties in the current year. Coincidentally, the increase in VLF is also about $5.5 million. VLF has been budgeted at $17 million.

Other significant discretionary revenue accounts are budgeted as follows:

- Open space subvention revenue is budgeted at $1.1 million. This revenue was not budgeted in the current year, as the state was not going to fund it. Ultimately, it was funded in FY 03-04 and will be funded in FY 04-05.
- Sales tax is budgeted at the current year level of $5.8 million.
- Transient Occupancy Tax is budgeted at $4.9 million, an increase of $400,000 or 8% over the current year.
- Property Transfer Tax is budgeted at $2.6 million, an increase of $499,000 or a 23% increase.
- Interest earnings are budgeted at $920,000, a decrease of $680,000 or –42% due to low interest rates.

BOARD ADOPTED CHANGES

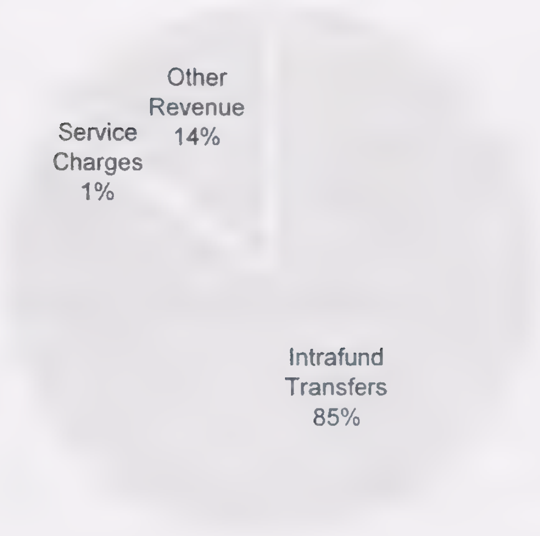
None.

PURPOSE STATEMENT

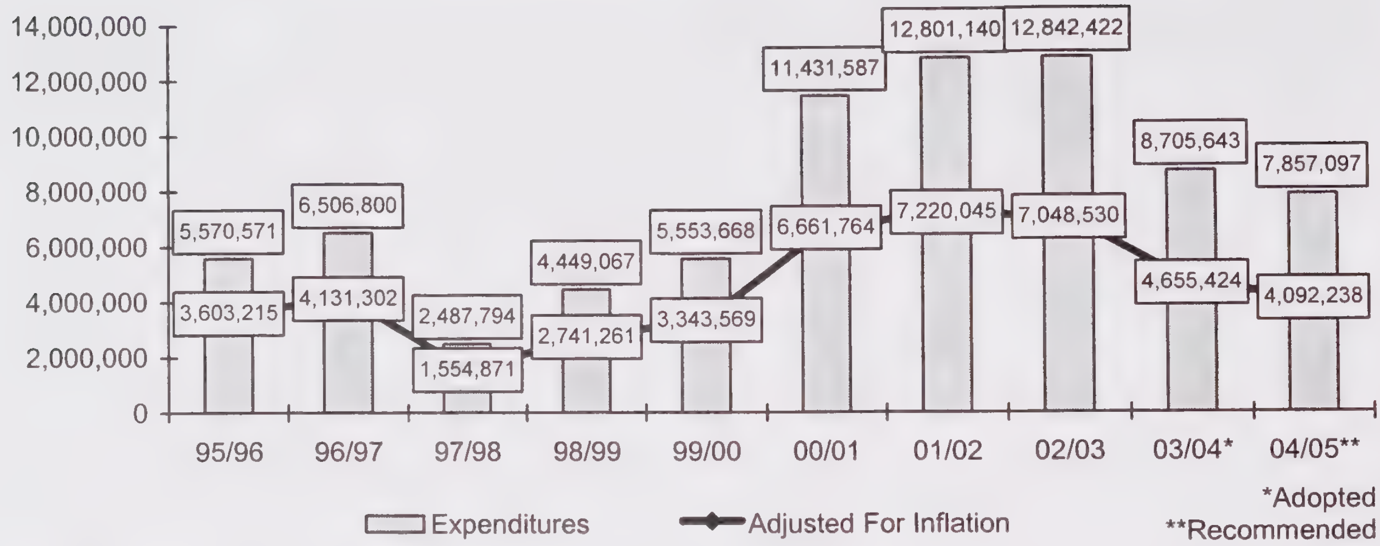
To provide General Fund support to "Other Funds" to help finance their operations. This budget unit is also the receiving budget for overhead charged to General Fund budgets.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	12,842,422	9,996,175	8,465,447	7,857,097	7,857,097
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 12,842,422	$ 9,996,175	$ 8,465,447	$ 7,857,097	$ 7,857,097
Less Intrafund Transfers	9,107,648	10,419,984	11,106,506	11,076,757	11,076,757
**Net Expenditures	$ 3,734,774	$ (423,809)	$ (2,641,059)	$ (3,219,660)	$ (3,219,660)
Revenues	2,105,302	2,896,314	2,539,984	2,077,956	2,077,956
General Fund Support (G.F.S.)	$ 1,629,472	$ (3,320,123)	$ (5,181,043)	$ (5,297,616)	$ (5,297,616)

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Intrafund Transfers-Overhead

This service program receives funds from various General Fund departments for countywide overhead charges.

Total Expenditures: ($13,154,713) Total Staffing (FTE): 0

Library

Budget Unit 4000 (Fund 26), receives a General Fund contribution to pay for the Library Director's salary, as required by law, and any other General Fund contributions adopted by the Board of Supervisors.

Total Expenditures: $427,231 Total Staffing (FTE): 0

Parks and Recreation

Budget Unit 4125 (Fund 5) receives a General Fund contribution to help maintain the parks and recreation facilities within the County's unincorporated areas.

Total Expenditures: $2,441,141 Total Staffing (FTE): 0

Roads

Budget Unit 2920 (Fund 2), receives a General Fund contribution to help maintain the countywide roads program.

Total Expenditures: $4,300,000 Total Staffing (FTE): 0

Debt Service Fund

Budget Unit 4901 (Fund 1904) receives a General Fund contribution to help offset the debt service payment for the new Government Center.

Total Expenditures: $488,725 Total Staffing (FTE): 0

Organizational Effectiveness

Budget Unit 2081 (Fund 20) receives a General Fund contribution to support efforts to continuously improve the effectiveness of county government and provide countywide training activities.

Total Expenditures: $200,000 Total Staffing (FTE): 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit contains all recommended General Fund contributions to "Other Funds" with the exception of the Medical Services. That contribution is contained in Budget Unit 3280 – Medical Assistance Program. This budget unit also contains all countywide overhead charges paid by various County departments and other agencies.

General Fund Contributions to "Other Funds"

The recommended contribution to Other Funds is approximately $7.9 million, $848,646 or 9% lower than the current year. The recommendation is lower because there is no contribution to Capital Projects ($500,000), a reduction to the contribution to the Organizational Effectiveness/Employee University budget from $350,000 to $200,000 and no internal loans to departments. In FY 03-04, an internal loan of $240,196 was approved for Social Services for equipment purchases. The recommended contributions for 04-05 include:

- $4.3 million to the Road Fund, the same as in the current year budget.
- $2,441,141 to the Parks Fund, the same as the current year budget.
- $488,725 to the Debt Service Fund to help offset the debt payments for the new government center.
- $427,231 to the Library Fund, which is about $13,000 higher than the current year. This funding represents reimbursement for the Library Director's salary, which the County is required to pay, as well as continuation of additional staff hired several years ago to increase operating hours at various branches.
- $200,000 to the Organizational Effectiveness Fund, which is lower than the current year by $150,000.

Countywide Overhead Charges

This budget reflects all of the countywide overhead charges paid by various County departments as well as other agencies. The total revenue and intrafund transfers is recommended at approximately $13 million, the same as the current year.

BOARD ADOPTED CHANGES

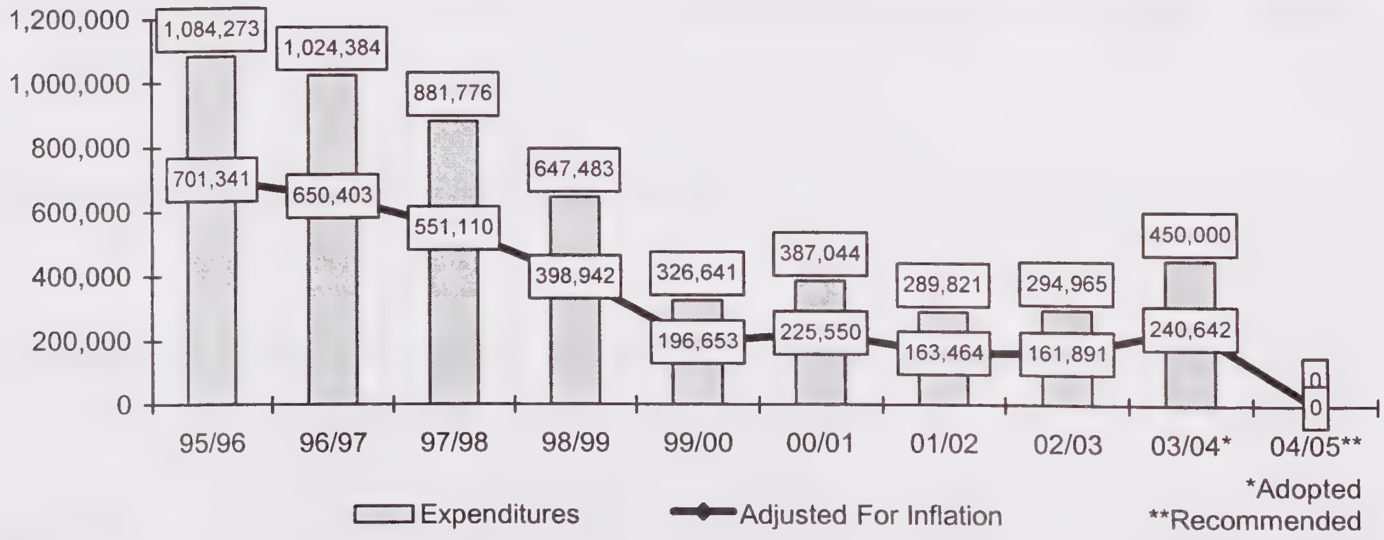
None.

PURPOSE

To alleviate temporary operating cash deficits occurring during the first six months of the fiscal year.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	60,000	0	0	0	0
Other Charges	234,965	18,113	450,000	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 294,965	$ 18,113	$ 450,000	$ 0	$ 0
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 294,965	$ 18,113	$ 450,000	$ 0	$ 0
Revenues	974,979	18,888	450,000	0	0
General Fund Support (G.F.S.)	$ (680,014)	$ (775)	$ 0	$ 0	$ 0

10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Debt Issuance and Servicing

Includes cost of preparing a Tax Revenue Anticipation Note issue and provides a separate accounting for funds received from the proceeds of the note. Debt servicing facilitates the payback of the note, including the accumulation of interest earnings and processing interest payments.

Total Expenditures: $0 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Tax Revenue Anticipation Notes (TRANs) are a short-term loan intended to alleviate temporary cash deficits occurring during the first six months of the fiscal year. A spread between taxable and non-taxable short-term rates allows the County to issue a TRAN at no net cost to the local taxpayers. Given the fact that interest rates are at historical lows, the County will not be issuing any TRANs during the FY 04-05 fiscal year.

BOARD ADOTPED CHANGES

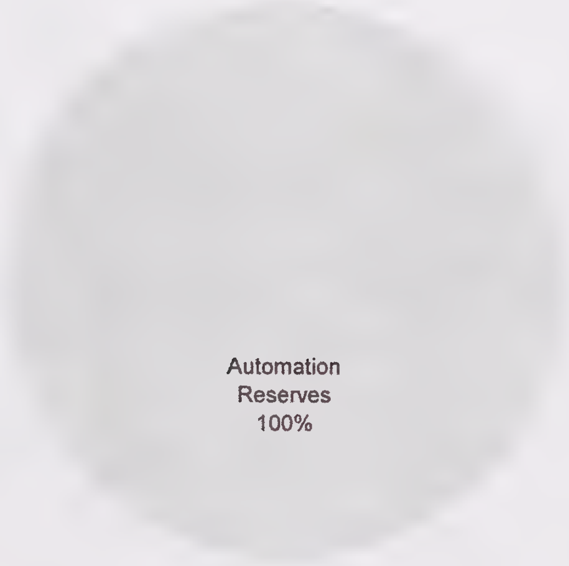
None.

PURPOSE

To implement a new enterprise financial system that will enhance the ability of the County to provide comprehensive financial information to the pubic and other stakeholders in a timely manner.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	5,282,629	321,631	121,631	121,631
Other Charges	0	0	0	0	0
Fixed Assets	0	230,388	0	0	0
**Gross Expenditures	$ 0	$ 5,513,017	$ 321,631	$ 121,631	$ 121,631
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 0	$ 5,513,017	$ 321,631	$ 121,631	$ 121,631
Revenues	0	9,847,644	0	0	0
General Fund Support (G.F.S.)	$ 0	$ (4,334,627)	$ 321,631	$ 121,631	$ 121,631

Source of Funds



DEPARTMENT COMMENTS

The Enterprise Financial System project is progressing on schedule and within budget parameters so far. Phase 1, including general ledger and procurement modules is expected to "go live" in October, 2004. Phase 2, including Human Resources, Payroll, and Budget modules is scheduled to go live in October, 2005.

The 2003-04 budget provided funding for development and installation of both Phase 1 and Phase 2 of the EFS project. However, it is required to begin budgeting for operation and maintenance of the Phase 1 modules during 2004-05, even while the installation of Phase 2 continues.

This requested budget includes funding for contracted maintenance payments. The budget for the 2005-06 fiscal year will need to incorporate funding for maintenance and operation of all EFS modules.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The recommended budget includes funding for contracted maintenance payments of $121,631. Accounting systems development reserves are recommended to fund the maintenance payments.

BOARD ADOPTED CHANGES

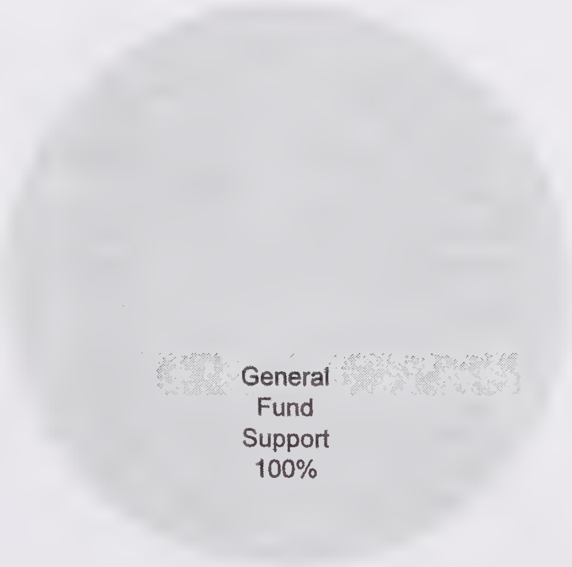
None.

PURPOSE

To provide replacement funding for large scale automation and information needs of all County departments to enhance the performance and productivity of public services.

	2002-03	2003-04	2004-05	2004-05	2004-05
Financial Summary	Actual	Actual	Requested	Recommended	Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	793,664	215,000	0	0	0
Fixed Assets	838,595	397,430	1,000,000	1,000,000	1,189,902
**Gross Expenditures	$ 1,632,259	$ 612,430	$ 1,000,000	$ 1,000,000	$ 1,189,902
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	$ 1,632,259	$ 612,430	$ 1,000,000	$ 1,000,000	$ 1,189,902
Revenues	1,590,254	1,005,916	1,000,000	1,000,000	1,000,000
General Fund Support (G.F.S.)	$ 42,005	$ (393,486)	$ 0	$ 0	$ 189,902

Source of Funds



SERVICE PROGRAMS

Countywide Automation Replacement

Provides for the replacement of necessary automation equipment which allows for the continuation of essential county services as identified and approved by the Board of Supervisors.

Total Expenditures: $1,189,902 Total FTE: 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund and budget unit address the replacement of large-scale automation equipment as identified by the Information Technology Department. This fund is not meant for the replacement of personal computers. Replacement of personal computers is budgeted in individual departments. Funds to support this budget unit are recommended to come from the General Fund through department overhead charges.

The projects that are supported in this budget unit for FY 04-05 are as follows:

$200,000	Switches and equipment for the data closets at the new government center
$250,000	Equipment for the migration from token ring to Ethernet at Kansas Avenue facilities
$150,000	Switches and equipment for the data closets at the North County regional center
$300,000	Replacement of servers
$100,000	Enterprise storage expansion for hosted file, print, and web services

BOARD ADOPTED CHANGES

The Board approved the supplemental budget item to add $189,902 of expenditures to this budget. The money will be used to install a 1 Gigabit computer connection at the New Government Center and at Planning. The $189,902 will be funded via the Countywide Automation Fund Reserves.

PURPOSE

Establish a fund for the replacement of the County's general government buildings. These funds will be expended based on the needs identified in the County's Facilities Master Plan. The amount of money placed into the fund annually is based upon building replacement costs identified in the County's Cost Allocation Plan.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	0	0	0
Other Charges	0	2,000,000	0	0	0
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 0	$ 2,000,000	$ 0	$ 0	$ 0
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	945,206	832,059	0	855,712	919,281
Total Financing Requirements	$ 945,206	$ 2,832,059	$ 0	$ 855,712	$ 919,281
Revenues	$ 911,924	$ 810,088	$ 855,712	$ 855,712	$ 855,712
Fund Balance Available	118,822	85,540	0	0	63,569
Cancelled Reserves	0	2,000,000	0	0	0
Total Financing Sources	$ 1,030,746	$ 2,895,628	$ 855,712	$ 855,712	$ 919,281

Source of Funds

SERVICE PROGRAMS

Building Replacement

Funding of general government buildings as identified in the Countywide Facilities Masterplan.

Total Expenditures: $855,172 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund supports the Board's commitment to strategic long-term planning as identified in the County's Countywide Facilities Master Plan. It is recommended that the funds for this year be placed into reserves for future projects. The amount of funds set aside in the reserve is recommended based upon the annual depreciation of County buildings as identified in the Cost Allocation Plan. We expect the amount will be in the range of $700,000 to $1 million per year. The amount accumulated will not be adequate to support the cost of future building projects identified in the facilities plan, but it is a start in setting aside needed funds for that purpose.

During FY 03-04, $2 million was cancelled from this reserve in order to help fund the Health Campus Infrastructure Improvements project (P5743).

The addition of the recommended funding brings the reserve total to just under $4.1 million.

BOARD ADOPTED CHANGES

None.

PURPOSE

The purpose of the program is to finance, through development fees, public facilities and improvements for fire, sheriff's patrol, libraries, parks and general government in order to reduce the impacts caused by new development projects within the unincorporated area of the County. The public facility fee program was established in 1991 (libraries in 1996).

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	5,045	9,350	0	0	0
Other Charges	1,121,145	2,410,896	1,252,200	1,252,200	852,200
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,126,190	$ 2,420,246	$ 1,252,200	$ 1,252,200	$ 852,200
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	13,436,533	2,614,459	0	2,803,253	3,413,338
Total Financing Requirements	$ 14,562,723	$ 5,034,705	$ 1,252,200	$ 4,055,453	$ 4,265,538
Revenues	$ 3,586,615	$ 3,582,680	$ 3,405,453	$ 3,405,453	$ 3,405,453
Fund Balance Available	0	0	650,000	650,000	815,085
Cancelled Reserves	11,011,108	9,018,360	0	0	45,000
Total Financing Sources	$ 14,597,723	$ 12,601,040	$ 4,055,453	$ 4,055,453	$ 4,265,538

Source of Funds

SERVICE PROGRAMS

Public Facilities

Funding for new facilities for fire, sheriff patrol, libraries, parks and general government to provide County services to meet increasing demands in the unincorporated areas of the County.

Total Expenditures: $852,200 Total Staffing (FTE): 0.0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This fund and budget unit tracks the revenue and expenditures of the Public Facility Fees. The Board of Supervisors established the Public Facility Fee Program in 1991. Library fees were established in 1996. Since that time, public facility fees have been collected and placed in a trust and have been used to fund facilities in the unincorporated areas of the County.

The recommended budget reflects the expenditure of approximately $1.3 million for a number of projects. The projects include two Park projects that replace playground equipment in Nipomo and Los Osos, a $400,000 Park's contribution to the Avila Community Center project and a $500,000 payment of general government public facility fees to Budget Unit 4901, Debt Service, to help pay a portion of the debt service for the New Government Center. Details of the park projects can be found in the Capital Projects section of this budget (green pages).

Additionally, $2.8 million is recommended to be placed into reserves for future projects. Recommended revenue of approximately $3.4 million is 23% or $655,000 higher than the FY 03-04 budgeted level.

BOARD ADOPTED CHANGES

Technical adjustments:

1. Parks - an expense of $400,000 of Parks Public Facility fees was cancelled and added to Parks Public Facility Fees Reserves. The $400,000 contribution to the Avila Community Center was made from Quinby Funds instead.

2. Fund balances were higher than estimated by $165,085. Reserves were increased accordingly.

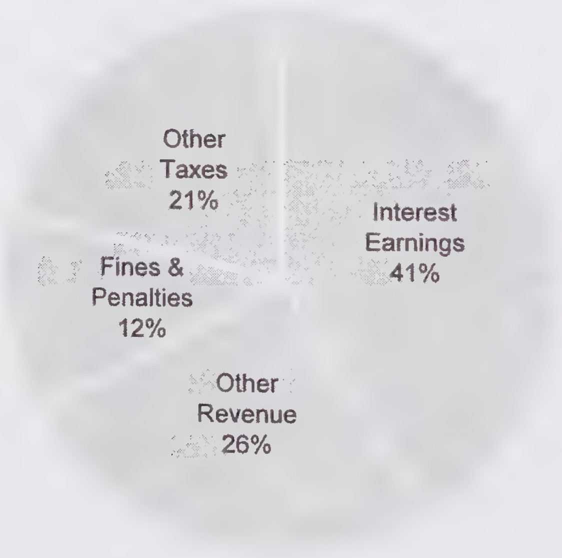
3. Affordably housing - $45,000 of reserves were cancelled and moved into the operational budget.

PURPOSE

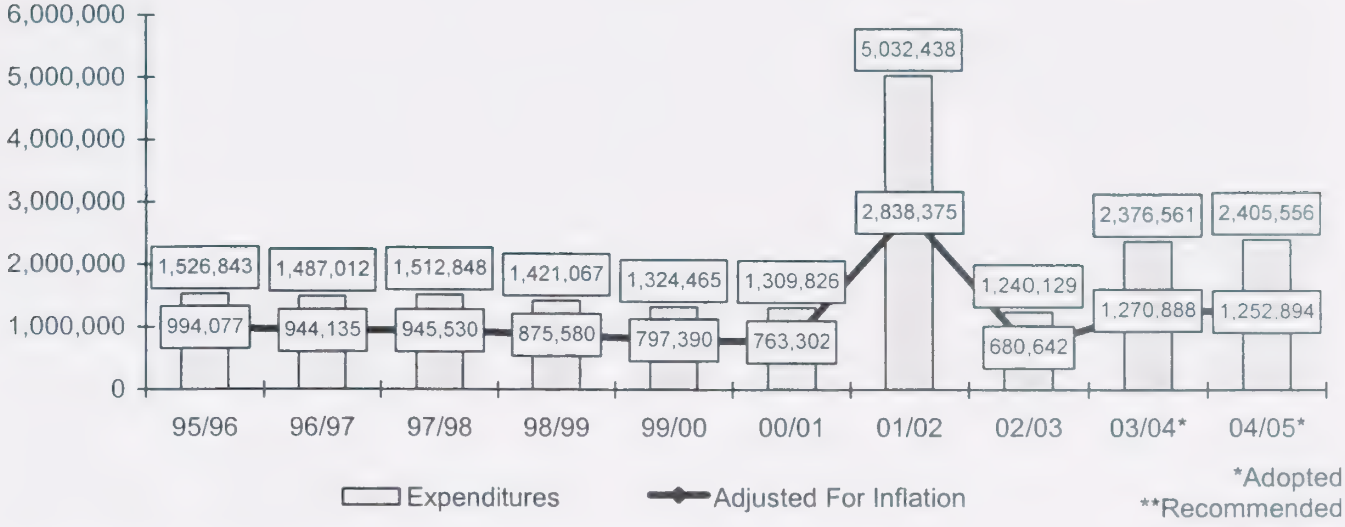
To provide for the payment of interest and principal associated with the County's long term debt based upon Board of Supervisor budget policies. Recommendations for debt financing of major projects will include a cost benefit analysis of available options and funding alternatives. Every attempt will be made to provide for debt service through dedicated revenues that can be maintained over the life of any debt, before the General Fund is accessed for such a purpose.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	0	2,398,556	2,398,556	2,398,556
Other Charges	1,240,129	2,403,606	7,000	7,000	7,000
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 1,240,129	$ 2,403,606	$ 2,405,556	$ 2,405,556	$ 2,405,556
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	0	0	0	0
Total Financing Requirements	$ 1,240,129	$ 2,403,606	$ 2,405,556	$ 2,405,556	$ 2,405,556
Revenues	$ 1,240,130	$ 2,403,606	$ 2,405,556	$ 2,405,556	$ 2,405,556
Fund Balance Available	0	0	0	0	0
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 1,240,130	$ 2,403,606	$ 2,405,556	$ 2,405,556	$ 2,405,556

Source of Funds



10 Year Expenditures Adjusted For Inflation



COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit summarizes the long-term debt service obligations of the County excluding Board governed Special Districts. This budget unit includes principal and interest payments for 1) a Certificate of Participation (COP) issued in 1994 to pay for new social services and criminal justice facilities as well as improvements to the Morro Bay Golf Course irrigation system. Funding sources for this debt include the Criminal Justice Construction Fund, the Golf Course Enterprise Fund, and State/Federal Funds received by the Department of Social Services. No General Fund money is required; and 2) a COP issued in 2002 for the new County Government Center. Funding sources for this debt include Public Facility Fee revenue, a transfer from the General Fund, and Tax Loss Reserve Fund.

Debt service payments for the two COPs are approximately $2.4 million. These payments represent less than 1% of the County's General Fund operational expenses.

Information on a $10.2 million COP to build the Dairy Creek Golf Course, approved by the Board of Supervisors in 1995, is included in the Golf Course Enterprise Fund (budget unit 4161).

The long-term debt described above has received the highest ratings from both Standard and Poor's Rating Service and Moody's Investor Service. These services rate the creditworthiness of debt obligations.

Debt financing for capital improvement projects is recommended based upon adherence to Board budget policies and review by the County's Debt Advisory Committee. In 1991-1992, the Board of Supervisors established a formal Debt Advisory Committee to review debt matters and make recommendations to the Board. The three member Debt Advisory Committee is made up of the Auditor-Controller, Treasurer-Tax Collector, and the County Administrator.

BOARD ADOPTED CHANGES

None.

PURPOSE

To provide for the refinancing of existing unfunded pension obligations of the Pension Trust resulting in annual savings.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	0	60,000	60,000	60,000	60,000
Other Charges	0	2,012,232	3,004,500	3,004,500	3,004,500
Fixed Assets	0	0	0	0	0
Gross Expenditures	$ 0	$ 2,072,232	$ 3,064,500	$ 3,064,500	$ 3,064,500
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	0	1,524,894	2,521,000	2,521,000	2,741,520
Total Financing Requirements	$ 0	$ 3,597,126	$ 5,585,500	$ 5,585,500	$ 5,806,020
Revenues	$ 0	$ 4,703,147	$ 4,700,000	$ 4,700,000	$ 4,700,000
Fund Balance Available	0	0	885,500	885,500	1,106,020
Cancelled Reserves	0	0	0	0	0
Total Financing Sources	$ 0	$ 4,703,147	$ 5,585,500	$ 5,585,500	$ 5,806,020

Source of Funds

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

This budget unit reflects the debt service payment for Pension Obligation Bonds. The Board of Supervisors approved the use of the Pension Obligation Bonds in fiscal year 02-03. The bonds are amortized over a 30-year period, reducing the past amortization period by seven years, and creating an annual savings of over $1 million for the next 30 years.

The recommended budget is approximately $1.5 million or 36% higher than the current year. The reason for this increase is twofold: 1) the debt service payment is structured to increase each year so that the cost increases are spread over fiscal years so that departments absorb the increases over an extended period of time and 2) in order to meet the cash flow demands of paying the annual debt service, the Auditor-Controller must have sufficient funds in place to make the payments. As such, sufficient cash must be accumulated to make the payments. For the first few years, charges to departments include establishing a reserve in order to make the annual debt service payment in August of each year.

BOARD ADOPTED CHANGES

None.

Capital and Maintenance Project

Capital Improvement Program

Capital Projects

Maintenance Projects

Capital Improvement Program

The Fiscal Year 2004-2005 Capital improvement Program document is divided into the following sections:

- What is a Capital improvement Program?
- Facilities Master Plan
- Funding Sources
- FY 2004-2005 Recommended Capital Projects
- FY 2004-2005 Recommended Maintenance Projects

What is a Capital Improvement Program?

The Capital Improvement Program (CIP) is a planning, budgetary and prioritizing tool which reflects the County's infrastructure needs (via a list of capital projects). This year the recommended plan includes two components:

1. An annual capital projects list that provides funding for facilities and maintenance projects costing more than $25,000. Funds budgeted for a specific project remain allocated until project completion. This list is balanced, ie, revenues match expenditures. Additionally, project budgets are reviewed annually and, if needed, funding may be adjusted.

2. An annual maintenance list that provides funding for facility repairs and renovations generally costing less than $25,000. This list is also balanced, meaning that, there are sufficient revenues to match the recommended expenditures.

Countywide Facilities Master Plan

In April of 1999, the Board of Supervisors adopted a Countywide Facilities Master Plan. The goals of the plan are to:

- Assist the County in making choices about how to best to use the facilities and land it owns throughout the county.

- Develop an overall facility development strategy for the next five to ten years. The Master Plan recommendations included:

- Retaining most of the building inventory (with remodels and upgrading of aging facilities) and adding additional facilities to meet the service needs of an increasing population base.

- Developing regional service centers in the North County, North Coast and the South County.

- Constructing a new general government center with all administrative and internal departments co-located in a single building.

- The Courts occupying their current Government Center and Courthouse annex locations and other justice-based departments will occupy the remainder of the Government Center, Courthouse Annex and eventually the Courthouse.

In developing and recommending the capital program, staff utilized the Board of Supervisors capital project policies, the Facilities Master Plan and department requests. As part of the process a number of goals were established to guide the outcome of the process. The goals are listed below:

- Patterns of work between departments will be more collaborative.
- An emphasis on internal teamwork and communication.
- A mix of centralized and regional services.
- Public access to government will improve.
- Technology will be incorporated into new facilities.
- Workplace quality will improve.

Funding Sources
The Capital Improvement Program budget includes a variety of funding sources that are used both for the direct funding of projects and as a source of debt service. This section will describe each of the major revenue sources.

Grants
Funds received from private or government agencies to carry out specific projects. Many of the grants are competitive between other counties. Grant applications are submitted and considered on their merits.

State and Federal
Many of the services provided by the County are mandated and supported by state and federal funds. Reimbursement for capital expenditures in connection with state mandated programs is sometimes available.

Property Tax (Teeter funds)
The General Fund may transfer funds to the Capital Projects Fund to support general government facility projects.

Reserves
Reserves represent money that has been set aside for a particular purpose. Within the capital project fund there are a number of reserve funds, such as the Facilities Planning Reserve and Americans with Disability Act (ADA) Reserves to fund mandatory ADA improvements to facilities.

Impact Fees (Public Facility Fees)
Impact fees are assessed in the County for new construction to meet infrastructure needs created by new development. The county assesses impact fees for libraries, parks, fire services, sheriff patrol services, and general government services.

Interest
Interest earned on the cash balances of the Capital Improvement Fund is projected and budgeted as a revenue in the fund.

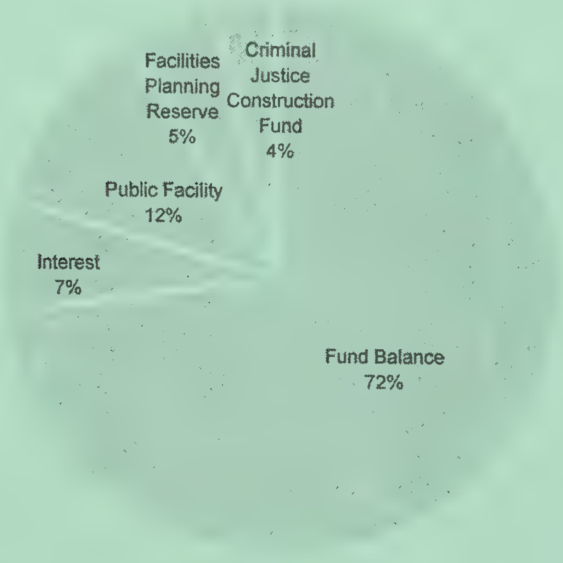
Fund Balance Available
Fund balance represents unexpended monies from the prior year which may be allocated to projects or designations.

PURPOSE

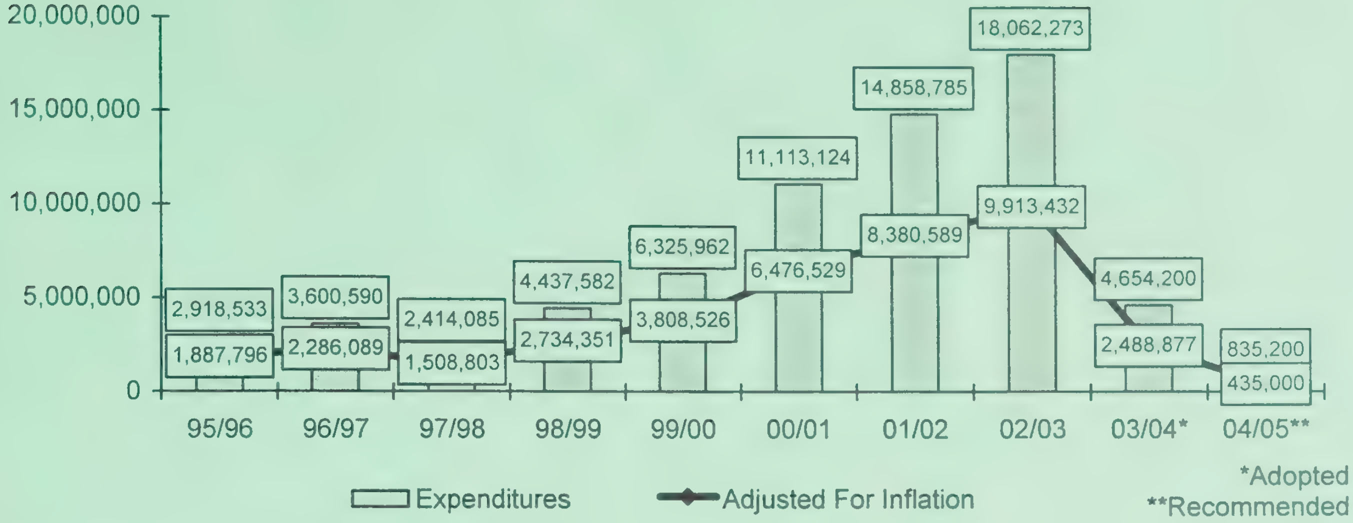
The Capital Projects budget provides funds for acquiring and constructing buildings, structures and improvements to facilities, which cost more than $25,000. Projects under $25,000 are generally classified as maintenance projects and are found in Budget Unit 2208, Maintenance Projects. Policies governing the development and selection of Capital Improvement Projects are set forth in the Budget Policies and Goals approved by the Board each year.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	28	(774)	0	0	0
Other Charges	3,338,310	0	0	0	0
Fixed Assets	14,723,935	15,108,774	835,200	835,200	835,200
Gross Expenditures	$ 18,062,273	$ 15,108,000	$ 835,200	$ 835,200	$ 835,200
Contingencies	$ 0	$ 0	$ 0	$ 0	$ 0
New Reserves	1,654,223	0	0	0	2,186,348
Total Financing Requirements	$ 19,716,496	$ 15,108,000	$ 835,200	$ 835,200	$ 3,021,548
Revenues	$ 25,217,102	$ 6,599,404	$ 660,200	$ 660,200	$ 660,200
Fund Balance Available	511,223	14,662	13,631	13,631	2,199,979
Cancelled Reserves	75,000	3,973,838	161,369	161,369	161,369
Total Financing Sources	$ 25,803,325	$ 10,587,904	$ 835,200	$ 835,200	$ 3,021,548

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Capital Projects (Fund 003)

Funding of Board adopted capital projects in conformance with established policies.

Total Expenditures: $835,200 Total Staffing (FTE): 0

Staffing for Capital Projects is reflected in Budget Unit 2180 - General Services

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The capital project recommendations are based upon the guidance contained in the Board of Supervisors' budget policies (located at the beginning of the budget book). Board policy directs staff to prioritize projects based upon a certain set of criteria, for example, projects that are legally mandated or needed to improve health or safety conditions receive the highest priority. Projects that are 100% revenue offset or have their own funding source, such as Parks or Airports, are evaluated separately.

The recommended budget is just over $10.6 million. Of that amount, $835,200 is budgeted in Capital Projects Fund 003 while $9,781,210 is budgeted in the Airports' budget (Fund 004).

The number of projects proposed for funding is down considerably from previous years. There are only four projects recommended this year. These projects include an augmentation to the North County Regional Center, two Parks playground equipment projects, and an augmentation to a bullet containment trap project for the Sheriff's office.

BOARD ADOPTED CHANGES

The Board adopted the supplemental Capital project budget item, which updated project names and the balance of remaining funding for seven projects. No changes were made to the new projects.

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

	Project No	Project Description	Original Year Funded	Estimated Total Cost	Cumulative Approved Funding	Balance of Available Funding	2004-05 Funding to be Appropriated	Prev Year Balance to be Encumbered	2004-05 Revenue Offset	Revenue Source/ Grant
FUND 0003 - GENERAL GOVERNMENT - CIP										
1	5769	Pozo-Install Black Mtn Radio Tower Fencing	2003/2004	37,300	37,300	32,829	0	32,829	0	
2	5302	SLO - Construct New General Government Facility	1999/2000	40,195,000	39,652,000	14,489,270	0	14,489,270	0	Teeter/Bldg Designation/Financing
3	5743	SLO - Install Health Campus Infrastructure Improvements	2003/2004	4,400,000	4,400,000	4,372,214	0	4,372,214	0	1.1m Equip Repl Res/ 2.0m Bldg Repl Res/ 1.3m Facilities Plan Res Fund
4	5742	Templeton-Develop North County Regional Center	2003/2004	2,570,408	2,570,408	2,338,921	375,000	1,963,921	375,000	PFF Law Enforc 1,390,363/GF 853,580/Fac Plan Res 161,369
		Totals:		47,202,708	46,659,708	21,233,234	375,000	20,858,234	375,000	
FUND 0003 - HEALTH AND SOCIAL SERVICES - CIP										
5	5740	SLO - Health-Relocate Bishop Clinic	2003/2004	1,015,000	912,000	912,000	0	912,000	0	Facilities Planning Reserve
6	5741	SLO-Health-Master Plan for Health Campus	2003/2004	100,000	100,000	13,154	0	13,154	0	
		Totals:		1,115,000	1,012,000	925,154	0	925,154	0	
FUND 0003 - LIBRARY - CIP										
7	5395	Los Osos - Expand South Bay Library Facility	1998/1999	854,400	854,400	623,392	0	623,392	0	B.U. 4000-Library
8	5253	Templeton - Relocate Library	2000/2001	50,000	50,000	31,979	0	31,979	0	Public Facilities Fee-Library
		Totals:		904,400	904,400	655,371	0	655,371	0	
FUND 0003 - PUBLIC SAFETY - CIP										
9	5349	CA Valley.-CDF-Facility Improvements	2001/2002	529,700	529,700	461,558	0	461,558	0	Pubic Facilities Fees - Fire
10	5293	Govt Center - Courts - Expand Courts/Sheriff Holding Cells	1998/1999	1,481,600	1,481,600	1,435,166	0	1,435,166	0	Courthouse Construction Fund
11	5350	Govt Center -Courts- Courtroom ADA Remediation	1995/1996	195,600	195,600	181,003	0	181,003	0	Courthouse Construction Fund
12	5320	Op Ctr - Expand Women's Jail Phase I	1999/2000	694,000	694,000	588,471	0	588,471	0	
13	5702	Op Ctr - Probation - Expand JSC Ph. 1	2003/2004	1,865,000	1,865,000	1,819,946	0	1,819,946	0	$1,776,500 Facilities Planning Reserve
14	5751	Op Ctr - Sheriff - Install Bullet Containment Trap	2003/2004	219,000	219,000	212,000	108,000	104,000	108,000	111K Federal Grant / 108K Crim Justice Const Fnd
15	5398	Op Ctr- Construct Sheriff Storage Building	2000/2001	605,555	605,555	323,231	0	323,231	0	SCAAP Funds
16	5271	Paso Robles - Courts - New Facilities, Phase I	2001/2002	7,849,200	7,849,200	7,137,115	0	7,137,115	0	Courthouse Construction Fund
17	5701	SLO - Probation-Install Parking Lot Lighting	2003/2004	42,500	42,500	38,226	0	38,226	0	
		Totals:		13,482,155	13,482,155	12,196,715	108,000	12,088,715	108,000	

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
FUND 0003 - PARKS - CIP										
18	5223	Atas - Upgrade Chalk Mt GC Irrigation	2000/2001	80,000	80,000	80,000	0	80,000	0	Golf Courses - B.U. 4161
19	5244	Atas.- Install Heilmann Park Playground Equipment	2002/2003	290,000	290,000	21,973	0	21,973	0	Public Facilities Fees - Parks
20	5249	Avila - Bikeway Extension(San Miguel/Front St)	2002/2003	357,000	357,000	337,945	0	337,945	0	Fish & Game (Unocal Grant)
21	5247	Avila - Bob Jones Bike Trail (Ontario Rd)	2002/2003	700,000	700,000	664,929	0	664,929	0	$400K Fish & Game/ $300K SLOCOG
22	5251	Avila - Construct Cave Landing Trail	2002/2003	378,000	378,000	372,792	0	372,792	0	Fish & Game (Unocal Grant)
23	5256	Biddle Park - Install Playground Equipment	2002/2003	153,800	153,800	151,547	0	151,547	0	Public Facilities Fees - Parks
24	5691	Biddle Park - Master Plan	2003/2004	50,000	50,000	50,000	0	50,000	0	Public Facilities Fees - Parks
25	5307	Cayucos - Design/Develop Morro Strand Park	2001/2002	600,000	600,000	578,764	0	578,764	0	Public Facilities Fees - Parks
26	5329	El Chorro Park - Construct Maintenance Building	2001/2002	722,000	722,000	640,812	0	640,812	0	Public Facilities Fees - Parks
27	5225	Los Osos - Construct Bay Street Boardwalk	2000/2001	73,380	73,380	22,769	0	22,769	0	State Grant
28	5226	Los Osos - Construct El Morro Bike Path	1999/2000	200,000	200,000	191,303	0	191,303	0	100K PFF & 100K Coastal Res Grant
29	5264	Los Osos - Construct Elfin Forest Trail, Phase II	2002/2003	200,000	200,000	196,288	0	196,288	0	Coastal Conservancy
30	5342	Los Osos - Construct Skateboard Park & Tennis Courts	1999/2000	350,000	350,000	200,328	0	200,328	0	Public Facilities Fees - Parks
31	5795	Los Osos - Replace Park Playground	2004/2005	175,000	175,000	175,000	175,000	0	175,000	PFF - Parks
32	5301	Nipomo - Develop Park Master Plan	2002/2003	100,000	100,000	63,573	0	63,573	0	Public Facilities Fees - Parks
33	5794	Nipomo - Replace Park Playground	2004/2005	177,200	177,200	177,200	177,200	0	177,200	PFF - Parks
34	5793	S Marg- Replace/Expand Comm. Park Playground	2003/2004	199,800	199,800	198,651	0	198,651	0	Public Facilities Fees - Parks
35	5332	Santa Margarita Lake - Construct Restroom & Showers	2001/2002	248,000	248,000	203,366	0	203,366	0	Proposition 12
36	5221	Santa Margarita Lake - Install Playground Equipment	2002/2003	120,000	120,000	120,000	0	120,000	0	Proposition 12
37	5222	Santa Margarita Lake - Purchase BLM Property	2002/2003	175,000	175,000	175,000	0	175,000	0	Habitat Conservation Grant
38	5792	Shandon - Expand Park Restroom Septic	2003/2004	253,400	253,400	160,673	0	160,673	0	Public Facilities Fees - Parks
39	5791	Shandon - Park ADA Compliance	2003/2004	20,400	20,400	15,117	0	15,117	0	Quimby Fees
40	5338	SLO - Construct Bishop Peak Trail	1999/2000	55,000	55,000	8,256	0	8,256	0	National Recs Trail Fund
41	5305	SLO - Install Cuesta Park Playground Equip	2002/2003	401,100	401,100	198,074	0	198,074	0	Public Facilities Fees - Parks
42	5790	Templeton- Construct Park Restroom	2003/2004	332,800	332,800	327,800	0	327,800	0	Quimby Fees
			Totals:	6,411,880	6,411,880	5,332,160	352,200	4,979,960	352,200	

CAPITAL PROJECTS RECOMMENDED FOR FUNDING

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
FUND 0004 - AIRPORTS - CIP										
43	5130	Oceano Airport - Rehabilitate Pavement	2002/2003	1,835,400	1,835,400	1,729,434	0	1,729,434	0	FAA 90% / Airports Ent Fund 10%
44	5362	SLO Airport - Airfield Improvements	2001/2002	296,900	296,900	110,895	0	110,895	0	FAA 90% / PFC 10%
45	5205	SLO Airport - Airport Security Access System	2003/2004	100,000	100,000	100,000	0	100,000	0	FAA 100%
46	5201	SLO Airport - Construct ARFF/CDF Station	2003/2004	2,950,000	2,800,000	2,249,598	0	2,249,598	0	FAA 35% / BU 2950 10% / PFC 5% / PFF Fire 50%
47	5132	SLO Airport - Construct New Taxiways & Flatwork	2002/2003	3,136,592	3,136,592	706,674	0	706,674	0	FAA 90% / PFC 10%
48	5131	SLO Airport - Construct New Terminal	2002/2003	36,500,000	3,551,400	3,412,707	2,500,000	912,707	2,500,000	$1,051,400=FAA 90%&PFC 10%; $2.5mill=FAA 95%&PFC's 5%
49	5206	SLO Airport - Construct Rental Car Facilities	2004/2005	850,000	75,000	75,000	0	75,000	0	CFCs
50	5211	SLO Airport - Construct Taxiway L	2004/2005	350,000	350,000	350,000	350,000	0	350,000	FAA 95% / PFC's 5%
51	5204	SLO Airport - Extend Runway 11	2003/2004	18,000,000	950,000	797,768	0	797,768	0	500K @ FAA 90%, PFC 10%; 450K @ FAA 95%, PFC5%.
52	5209	SLO Airport - Purchase Approach Protect Zone- Parcel 1	2004/2005	2,500,000	2,500,000	2,500,000	2,500,000	0	2,500,000	FAA 95% / PFC's 5%
53	5210	SLO Airport - Purchase Approach Protect Zone- Parcel 2	2004/2005	3,684,210	3,684,210	3,684,210	3,684,210	0	3,684,210	FAA 95% / PFC's 5%
54	5202	SLO Airport - Relocate Runway 25 Threshold	2003/2004	1,500,000	1,500,000	1,500,000	747,000	753,000	747,000	FAA 90% / PFC 10%
55	5133	SLO Airport - Update Master Plan	2002/2003	345,000	345,000	273,676	0	273,676	0	FAA 90% / PFC 10%
			Totals:	72,048,102	21,124,502	17,489,962	9,781,210	7,708,752	9,781,210	
FUND 0005 - PARKS & LOPEZ LAKE - CIP										
56	5153	Lopez Lake - Reconstruct Restroom/Shower Facility	2002/2003	550,000	380,000	173,788	0	173,788	0	100% Insurance
57	5170	Lopez Lake - Renovate 14 Restrooms, Ph 1	2002/2003	300,000	300,000	300,000	0	300,000	0	Proposition 12
58	5171	Lopez Lake - Seal Roads & Parking Lots	2002/2003	254,400	254,400	145,193	0	145,193	0	Proposition 12
59	5172	Lopez Lake - Upgrade Campground Electrical, Ph1	2002/2003	715,500	715,500	715,482	0	715,482	0	Proposition 12
60	5174	Lopez Lake & SML - Upgrade Fuel Storage Systems	2002/2003	220,000	220,000	140,588	0	140,588	0	Proposition 12
			Totals:	2,039,900	1,869,900	1,475,052	0	1,475,052	0	
FUND 0012 - GOLF COURSES - CIP										
61	5334	Dairy Creek - Install Monument Sign	1999/2000	33,300	33,300	31,692	0	31,692	0	Golf Courses - B.U. 4161
62	5315	Dairy Creek - Repair Lake Liner	2001/2002	700,000	700,000	700,000	0	700,000	0	Golf Courses - B.U. 4161
			Totals:	733,300	733,300	731,692	0	731,692	0	
			Grand Total:	143,937,445	92,197,845	60,039,339	10,616,410	49,422,929	10,616,410	

FY 2004 – 2005 Capital Improvement Projects

This listing represents **new** capital projects recommended for funding. The reference number refers to the projects listed on the previous pages.

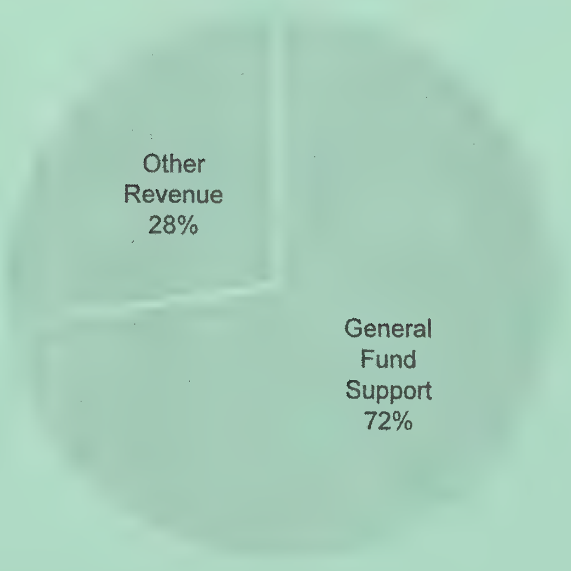
Ref. No.	DESCRIPTION
	GENERAL GOVERNMENT
4	Templeton- Augmentation of North County Regional Center (#5742)- $375,000 Additional funds to support the completion of the North County Regional Center per the facilities master plan. Funds will allow for the completion of the civil engineering work for the entire site and the completion of the Sheriff and Agricultural Department's office buildings.
	PUBLIC SAFETY
13	Augment Installation of Sheriff's Bullet Containment Trap (#5751)- $108,000 Installation of a bullet containment trap at the Sheriff's Firearm Range, located at 1585 Kansas Ave., San Luis Obispo, adjacent to the Emergency Operations Center/Sheriff's Headquarters building in order to mitigate lead contamination.
	PARKS
30	Los Osos- Replace Park Playground Equipment- $175,000 Replace and expand the playground equipment at the Los Osos Community Park in order to meet safety and ADA requirements
32	Nipomo- Replace Park Playground Equipment- $177,200 Replace and expand the playground equipment at the Nipomo Community Park in order to meet safety and ADA requirements.
	AIRPORT
48	SLO- Construct Taxiway L- $350,000 Construct taxiway in order to support the airport expansion.
49	SLO- Design New Terminal II- $2,500,000 Design new terminal per the Airport master plan.
51	SLO- Purchase Approach Protect Zone, Parcel 1- $2,500,000 The purchase of the parcel of land will allow for the extension of the runway.
52	SLO- Purchase Approach Protect Zone, Parcel 2- $3,684,210 The purchase of the parcel of land will allow for the extension of the runway.
53	SLO- Relocate Runway 25 Threshold- $747,000 Relocate the threshold to allow for the runway expansion and creation of a new terminal building.

PURPOSE

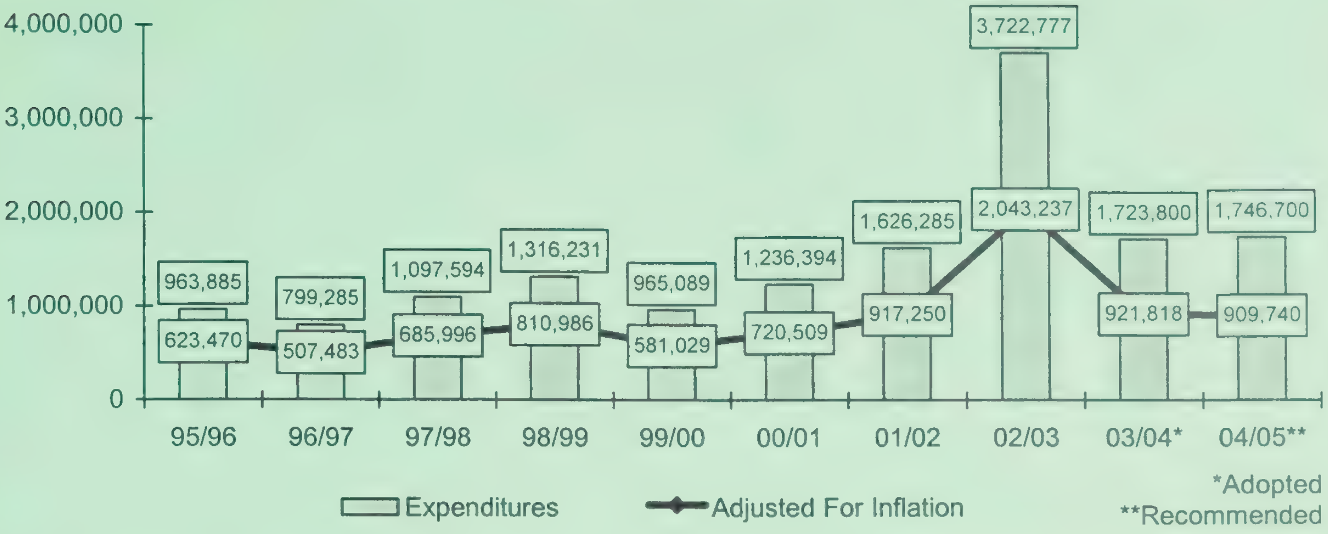
To provide funds for countywide repair, renovation and maintenance of existing county facilities.

Financial Summary	2002-03 Actual	2003-04 Actual	2004-05 Requested	2004-05 Recommended	2004-05 Adopted
Salaries and Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Services and Supplies	3,604,928	2,657,501	1,809,600	1,746,700	1,746,700
Other Charges	117,849	30,004	0	0	0
Fixed Assets	0	0	0	0	0
**Gross Expenditures	$ 3,722,777	$ 2,687,505	$ 1,809,600	$ 1,746,700	$ 1,746,700
Less Intrafund Transfers	27,401	132,562	0	0	0
**Net Expenditures	$ 3,695,376	$ 2,554,943	$ 1,809,600	$ 1,746,700	$ 1,746,700
Revenues	4,622,142	915,964	571,700	481,700	481,700
General Fund Support (G.F.S.)	$ (926,766)	$ 1,638,979	$ 1,237,900	$ 1,265,000	$ 1,265,000

Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Countywide Projects

Provides funding for the following types of countywide maintenance projects: roof repair, heating, ventilation and air conditioning equipment maintenance; painting; restroom renovation; flooring, sidewalk and paving maintenance; coaxial cable installation; signage of facilities; coastal accessway maintenance; tennis court, and tree trimming projects.

Total Expenditures: $800,000 Total Staffing (FTE): 0

Facility Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's facilities, excluding parks.

Total Expenditures: $696,700 Total Staffing (FTE): 0

Park Maintenance

Provides funding for specific maintenance projects necessary to maintain the County's parks. Beginning in fiscal year 1993-94, the Parks' budget has funded all new projects.

Total Expenditures: $250,000 Total Staffing (FTE): 0

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

Recommended expenditures for maintenance projects follow the Board of Supervisors' budget policies in providing adequate funds to maintain County facilities. The majority of recommended maintenance projects are associated with on-going countywide programs such as painting, mechanical, roofing, flooring, and signage. It is recommended that $800,000 be appropriated for general maintenance of County facilities. Also, maintenance projects for other funds such as the Airport and Parks are included.

In addition to on-going maintenance projects, this budget unit contains one-time maintenance projects and low cost capital projects. A description of the new projects recommended for funding is included in the maintenance section of the budget book. There are twelve stand-alone maintenance projects recommended for funding.

BOARD ADOTED CHANGES

The Board adopted the supplemental budget item for the Maintenance budget. The project number for the "Oceano-Creek to Beach Stabilization Trail" project was changed from 5389 to 5328.

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
FUND 0001 - GENERAL GOVERNMENT - MAINT										
1	5335	Countywide ADA Compliance (Roll Up)	1994/1995	MULTI-YEAR	MULTI-YEAR	884,316	50,000	834,316	0	ADA Implementation Designation
2	5352	Countywide Dept. Relocations (Roll Up)	1994/1995	MULTI-YEAR	MULTI-YEAR	417,826	300,000	117,826	0	
3	5504	Countywide Energy Conservation (Roll Up)	2004/2005	150,000	50,000	70,091	50,000	20,091	0	Yr-end, consolidate Energy Mgt projects (currently 20,091)
4	5258	Countywide Facilities Master Plan (Roll Up)	1997/1998	MULTI-YEAR	MULTI-YEAR	42,120	0	42,120	0	Facilities Planning Designation
5	5409	Countywide Maintenance Projects (Roll Up)	2002/2003	MULTI-YEAR	MULTI-YEAR	1,511,997	800,000	711,997	0	
6	5377	Govt Center - Replace Interior Signs	2000/2001	86,700	86,700	20,682	0	20,682	0	Courthouse Construction Fund
7	5368	Govt Center- Remodel Planning Offices	1999/2000	249,078	249,078	128,432	0	128,432	0	Planning Incentive Funds
8	5328	Oceano-Creek to Beach Stabilization Trail	2003/2004	65,100	50,000	50,000	0	50,000	0	Coastal Access Imp Grant
9	5454	Op Ctr - Relocate Water Line Over Creek	1996/1997	44,900	44,900	20,004	0	20,004	0	
10	5487	SLO - Abandon Monitoring Wells 1144 Monterey St.	2003/2004	74,100	74,100	11,693	0	11,693	0	
11	5237	SLO - Remodel Veteran's Building Restrooms	2001/2002	158,600	158,600	105,564	0	105,564	0	
			Totals:	828,478	713,378	3,262,725	1,200,000	2,062,725	0	
FUND 0001 - HEALTH AND SOCIAL SERVICES -MAINT										
12	5245	Atas.-Health/Hospital/Mental Health-Clinic Imprvmnts Ph.2	2001/2002	260,900	260,900	78,510	0	78,510	0	Tobacco Tax
13	5241	SLO - Behavioral Health -Expand Mental Health Inpatient Facility	2002/2003	64,300	64,300	13,679	0	13,679	0	
			Totals:	325,200	325,200	92,189	0	92,189	0	
FUND 0001 - LIBRARY - MAINT										
14	5427	Countywide Libraries Renovations (Roll Up)	1998/1999	MULTI-YEAR	MULTI-YEAR	339,507	171,900	167,607	171,900	B.U. 4000- Libraries
15	5443	SOCO -Library - Construct Library ADA Improvements	2002/2003	41,300	41,300	30,900	0	30,900	0	B.U. 4000- Libraries
			Totals:	41,300	41,300	370,407	171,900	198,507	171,900	
FUND 0001 - PUBLIC WORKS - MAINT										
16	5510	NOCO-Consolidate Road Maint Yards	2003/2004	60,000	60,000	57,809	0	57,809	0	B.U. 2920-Road Designated Reserves
17	5290	Op Ctr - Replace Sewer Main	1998/1999	291,000	291,000	171,263	0	171,263	0	
18	5505	Op Ctr-Fire Flow Assessment	2004/2005	15,000	15,000	15,000	15,000	0	0	
			Totals:	366,000	366,000	244,072	15,000	229,072	0	

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

FUND 0001 - PUBLIC SAFETY - MAINT

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
19	5470	Govt Center - Sheriff - Remodel Locker Room	2002/2003	25,800	25,800	15,813	0	15,813	0	Penalty Assessment
20	5501	Op Ctr - Probation - Misc JSC Maintenance	2003/2004	177,500	150,000	134,199	0	134,199	0	
21	5276	Op Ctr - Sheriff - Paint Female Jail Interior	2001/2002	58,300	58,300	29,244	0	29,244	0	
22	5503	Op Ctr - Sheriff -Add An Svcs Kennel HVAC	2003/2004	85,100	50,000	44,391	0	44,391	0	
23	5465	Op Ctr - Sheriff -Paint Animal Services Furnace	2002/2003	12,600	12,600	12,600	0	12,600	0	
			Totals:	359,300	296,700	236,247	0	236,247	0	

FUND 0001 - PARKS - MAINT

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
24	5260	Countywide Accessway Master Plan (Roll Up)	2002/2003	MULTI-YEAR	MULTI-YEAR	32,707	0	32,707	0	18K Coastal Res Grant; 15K CIAP Grant; 19,954 Parks 4126
25	5479	Countywide Parks Renovate Facilities (Roll Up)	2001/2002	MULTI-YEAR	MULTI-YEAR	346,794	200,000	146,794	200,000	Quimby Fees
26	5495	Countywide State Park Facilities Upgrades (Roll UP)	2001/2002	MULTI-YEAR	MULTI-YEAR	517,389	0	517,389	0	Proposition 12
27	5490	Lampton Park - Improve Drainage	1998/1999	76,000	76,000	22,262	0	22,262	0	B.U. 4125 - Parks
28	5494	Los Osos - Recovery Plan for Elfin Forest	2001/2002	100,000	100,000	25,320	0	25,320	0	State Grant
29	5421	Morro Bay Golf Course - Replace Water Line	1999/2000	186,600	186,600	123,748	0	123,748	0	B.U. 4161 - Golf Courses
30	5182	Morro Bay-Morro Bay to Cayucos Connector Trail	2003/2004	292,000	292,000	292,000	0	292,000	0	232K Nat'l Grant, 60K Parks/SLOCOG/Coastal Res
31	5506	Templeton - Develop Park Master Plan	2004/2005	50,000	50,000	50,000	50,000	0	50,000	Quimby
			Totals:	704,600	704,600	1,410,221	250,000	1,160,221	250,000	

FUND 0001 - AIRPORTS - MAINT

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
32	5497	SLO Airport - Restripe Runways	2002/2003	81,250	81,250	81,250	0	81,250	0	Airports Enterprise Fund
33	5255	SLO Airport - Upgrade Admin HVAC	2003/2004	40,100	40,100	40,100	0	40,100	0	Airports Enterprise Fund
			Totals:	121,350	121,350	121,350	0	121,350	0	

FUND 0001 - COMMUNITY SERVICES - MAINT

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
34	5442	Countywide Comm. Bldgs. Renovations (Roll Up)	1999/2000	MULTI-YEAR	MULTI-YEAR	167,240	50,000	117,240	0	
			Totals:	0	0	167,240	50,000	117,240	0	

MAINTENANCE PROJECTS RECOMMENDED FOR FUNDING

	Project No	*Project Description*	*Original Year Funded*	*Estimated Total Cost*	*Cumulative Approved Funding*	*Balance of Available Funding*	*2004-05 Funding to be Appropriated*	*Prev Year Balance to be Encumbered*	*2004-05 Revenue Offset*	*Revenue Source/ Grant*
FUND 0004 - AIRPORTS - MAINT										
35	5358	Airports - Repair Pavement Program	1999/2000	425,000	425,000	93,505	0	93,505	0	Airports Enterprise Fund
36	5212	SLO Airport - Replace Beacon Pole & Platform	2004/2005	59,800	59,800	59,800	59,800	0	59,800	Airports Enterprise Fund
			Totals:	484,800	484,800	153,305	59,800	93,505	59,800	
FUND 0005 - PARKS & LOPEZ LAKE - MAINT										
37	5179	Cambria - Emmons Coastal Accessway	2003/2004	10,000	10,000	10,000	0	10,000	0	Private Donation/ Coastal Comm Req
38	5181	Oceano-Oceano Parks and Trail Assessment	2003/2004	33,000	33,000	33,000	0	33,000	0	Coastal Res Grant & CIAP Grant
39	5180	VAR-Coastal Trail Project	2003/2004	33,000	33,000	33,000	0	33,000	0	Coastal Res Grant & CIAP Grant
			Totals:	76,000	76,000	76,000	0	76,000	0	
			Grand Total:	3,307,028	3,129,328	6,133,756	1,746,700	4,387,056	481,700	

FY 2004 – 2005 MAINTENANCE PROJECTS

This listing represents **new** maintenance projects recommended for funding. The reference number refers to the projects listed on the previous pages.

Ref No. **Description**

GENERAL GOVERNMENT

1 Augment Countywide ADA Compliance (#5335)- $50,000

This project upgrades current facilities in order to help ensure they meet the American with Disabilities Act requirements.

2 Augment Countywide Department Relocations (#5352)- $300,000

This project is utilized to move County departments from one location to another or to reconfigure existing office space. The majority of this year's funding will go toward moving departments out of lease space into the exiting old courthouse, government center, and annex once the new government center is complete.

3 Countywide Energy Conservation- $50,000

Implement recommendations from County energy use audits (capital upgrades). Investments/upgrades will be made where the payback period is seven years or less.

5 Countywide Maintenance Projects- $800,000

Program includes maintenance of buildings, tree trimming, data cabling, minor building electrical system upgrades, energy management systems, flooring, hazardous materials abatement, mechanical (plumbing, heating, ventilation and conditioning) replacement, painting, re-keying, building security, facility restroom renovation, re-roofing, sidewalk, parking lot repaving, signage, BBQ replacement, and window covering and upholstery replacements.

LIBRARY

14 Countywide Library Renovations- $171,900

Includes four maintenance projects at two library locations: Paint the interior and exterior of the Morro Bay library, repair/replace blinds at the Morro Bay library, replace carpet at the Morro Bay Library, and lighting improvements at the South County Library.

PUBLIC WORKS

18 County Operations Center- Fire Flow Assessment- $15,000

This project will assess water and sewer system performance based upon the ability to meet fire flow and capacity requirements. It will also evaluate the existing systems' ability to support future expansion of the site per the Operations Center Master Plan.

PARKS

25 Augment Countywide Parks Maintenance (#5479)- $200,000
Program includes general maintenance to various Parks facilities.

31 Templeton- Develop Park Master Plan- $50,000
Create a master plan, which will guide future development to better protect the park's natural features from the impacts of visitors and direct future recreational improvements in order to better serve the area's growing population.

AIRPORT

36 SLO Airport- Replace Beacon Pole & Platform- $59,800
Replace an eleven-year old, 75 feet tall beacon pole, which is rusting and creating a safety hazard for those who need to climb the pole. Will allow for continued and safe operations at the airport.

COMMUNITY BUILDINGS

34 Augment Countywide Community Building Renovations - $50,000
Rehabilitation and repair of County's community buildings.

Glossary

Terms commonly used in this budget document

Account: A detailed classification of an expenditure or revenue. For example, "Postage" is an expenditure account; "Property Taxes Secured" is a revenue account.

Activity: A specific line of work performed to accomplish a function for which a governmental unit is responsible. This designation is required by the State Controller. Example: "Protective Inspection" is an activity performed in discharging the "Public Protection" function.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is time-limited and must be expended before the deadline.

Assessed Valuation: A valuation set upon real estate or other property by government as a basis for levying taxes.

Available Financing: All the means of financing a budget including fund balance, revenues and canceled reserves.

Budget: A plan of financial operation consisting of an estimate of proposed income and expenditures for a given period and purpose, usually one year.

Budget Unit: The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Board of Supervisors. A department or agency may have one or more budget units assigned to it. Each budget unit is a collection of account numbers necessary to fund a certain division, department or set of functions.

Capital Project Program: A program itemizing the county's acquisitions, additions and improvements to buildings and land purchases.

Contingency: An amount, not to exceed fifteen percent of the fund in which it is allocated, appropriated for unforeseen expenditure requirements.

Contracted Services: Expense for services rendered under contract by personnel or businesses who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

Cost Accounting: That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Communitywide Results: The Communitywide Results represents the "big picture" results we want for all county residents and are used to guide the preparation of the budget each year.

Debt Service Fund: A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.

Department: An organizational structure used to group programs of like nature.

Department Goals: A listing of ongoing results a department desires for its customers stated in plain English.

Encumbrance: An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved.

Glossary

Terms commonly used in this budget document

Enterprise Fund: Established to finance and account for the operation and maintenance of facilities and services which are self_supporting by user charges. Example: Airports Enterprise Fund.

Educational Revenue Augmentation Fund (ERAF): In 1992-93, in response to serious budgetary shortfalls, the state began redirecting a portion of counties, cities and special districts property tax receipts to schools and community college districts'. The term “ERAF” is an acronym for the fund into which redirected property taxes are deposited.

Expenditure: Designates the cost of goods delivered or services rendered.

Fiscal Year: Twelve_month period for which a budget is prepared and is in force. The county's fiscal year is July 1 to June 30.

Fixed Asset: An asset of a long_term character such as land, buildings, and equipment.

Full_Time Equivalent (FTE): The ratio of time expended in a part_time position to that of a full_time position. The ratio is derived by dividing the amount of employed time required in the part_time position by the amount of employed time required in a corresponding full_time position. 2080 hours per year equates to 1.0 FTE.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. These designations are specified by the State Controller. Example: "Public Protection" is a function.

Fund: A sum of money or other resources set aside for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.

Fund Balance Available: That portion of the fund balance that is not reserved, encumbered or designated and therefore is available for financing the budgetary requirements.

General Fund: The main operating fund of the county accounting for expenditures and revenues for countrywide activities.

General Fund Support: The amount of General Fund financial support to a given budget unit after revenues and other funding are subtracted from expenditures.

Indicators: Measures, for which data is readily available, that tell us whether we're achieving our communitywide results (e.g., crime rate, poverty rate, high school graduation rate, etc.).

Interfund Transfer: A transfer of money between different funds (e.g., General Fund and Parks) which cannot be classified as a revenue or expenditure.

Intergovernmental Expenditures: Payments to other governments as fiscal aids and shared taxes or as reimbursements for the performance of services.

Intergovernmental: Revenue: Revenue received from other governments, such as fiscal aids, shared taxes and reimbursements for services.

Internal Service Fund (ISF): An organization created to perform specified services for other county departments. The services performed are charged to the using department. Example: Reprographics.

Glossary

Terms commonly used in this budget document

Intrafund Transfers: Reimbursements a provider budget unit for services/supplies received by another budget unit; transactions of this nature are limited to budgets within the same fund.

Mission Statement: A description of the basic purpose and responsibility of the Budget Unit or department.

Other Charges: Accounts which establish expenditures for expenses other than salary or operations, such as support and care of persons or debt service.

Per Capita: Amount per individual.

Performance Measure: A measurement that assesses progress toward achieving predetermined goals. There are three basic types of meaningful performance measures:

- efficiency measures show the relationship between work performed and resources required to perform it (i.e., cost per job application received, cost per felony prosecuted, etc.);
- quality measures show how well services are delivered to customers and the extent to which the customer is satisfied (i.e., percentage of customers satisfied with custodial services, percentage of clients satisfied with fire suppression response time; etc.); and
- outcome measures show the qualitative results of a program compared to its intended purpose (i.e., who is better off as a result -- percentage of clients that receive substance abuse treatment services and are alcohol and drug free one year later; percentage of repeat child abuse reports, etc.).

Proposed Budget: The proposed spending plan for the upcoming next fiscal year. Approval of this document does not allow expenditures for new programs or fixed assets.

Proposition 13: A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for (1) a 1 percent tax limit of fair market value exclusive of tax rates to repay existing voter_approved bonded indebtedness, (2) assessment restrictions establishing 1975 level values for all property, with allowable increases of 2 percent annually and reappraisal to current value upon change in ownership and new construction, (3) a two_thirds vote requirement to increase property taxes, and (4) a two_thirds vote of the electorate for local agencies to impose "special taxes".

Proposition 172: A tax measure proposed by the Legislature and approved by the voters in 1993 to provide counties and cities with a share of a half-cent sales tax for public safety purposes. This measure mitigated some of the 1993-94 property tax shift from counties and cities to schools and community colleges.

Reimbursement: Payment received for services/supplies expended for another institution, agency or person.

Reserve: An account that records a portion of funds which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Results Based Decision Making (RDBM) Initiative: RDBM is a county sponsored initiative aimed at making the County a "results culture" organization. By "results Oriented", we mean that we want to be able to show taxpayers in measurable terms that our county runs efficiently, provides high quality services, and produces great results that are responsive to community desires.

Glossary

Terms commonly used in this budget document

Revenue: Money received to finance ongoing county governmental services. Example: Property taxes, sales taxes, user fees, etc.

Realignment: Refers to the 1991-92 restructuring of state and local government financing of health and welfare programs. Counties assumed a greater overall financing responsibility for these programs in exchange for a portion of sales tax and vehicle license fees.

Secured Roll: Assessed value of real property such as land, building, secured personal property, or anything permanently attached to land as determined by the County Assessor.

Secured Taxes: Taxes levied on real properties in the county which are "secured" by a lien on the properties.

Services and Supplies: The "object class" or general classification of expenditure accounts that describe and report all operating expenses, other than employee related costs, of departments and programs.

Special District: Independent unit of local government generally organized to perform a single function. Examples: Street lighting, waterworks, parks, fire departments.

Spending Limits: Refers to the Gann Initiative (Proposition 4 on the November 1979 ballot), which imposed limits on the allowable annual appropriations of the state, schools, and most local agencies; limit is generally prior year appropriations factored by CPI and population changes.

Supplemental Tax Roll: The Supplemental Property Tax Roll is a result of legislation enacted in 1983, and requires an assessment of property when a change to the status of the property occurs, rather than once a year as was previously the case.

Taxes: Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Tax Levy: Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.

Tax Rate: The rate per one hundred dollars of the assessed valuation base necessary to produce the tax levy.

Tax Relief Subventions: Funds ordinarily paid to compensate local governments for taxes lost because of tax relief measures, such as the homeowner's exemption.

Teeter Plan: An alternative method of allocating property tax receipts wherein the various taxing agencies (schools, cities, special districts) receive 100% of their tax levy each year with a deduction for delinquencies. The County General Fund finances the delinquencies and in return the General Fund collects and retains all of the eventual payments of delinquent taxes, including interest and penalties.

Unincorporated Area: The areas of the county outside city boundaries.

Unsecured Roll: A tax on properties such as office furniture, equipment, boats and airplanes owned by the assessee.

Use Tax: A tax on goods purchased outside the state to prevent revenue loss from avoidance of sales taxes by means of out_of_ state purchases. A use tax is also levied in order to remove inequities between purchases made within and outside the state.

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